## Academic Board Meeting Minutes for 8 December 2009

<table>
<thead>
<tr>
<th>In Attendance</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>BG Sam Hines</td>
<td>Yes</td>
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<td>COL Mark Bebensee</td>
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<td>LTC Tara McNealy</td>
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<td>COL Steve Nida</td>
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<td>COL Angie LeClercq</td>
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<td>LTC Bill Woolsey</td>
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<td>MAJ Sylvia Nesmith</td>
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<td>MAJ Chris Fudge</td>
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### School of Business Administration
- COL Ron Green
- LTC Janette Moody
- LTC Wes Jones

### School of Education
- COL Tony Johnson
- MAJ Kathy Richardson Jones
- COL George Williams

### School of Engineering
- COL Dennis Fallon
- COL Ken Brannan
- COL John Peeples

### School of Humanities and Social Sciences
- COL Bo Moore
- COL Mark Del Mastro
- COL Gardel Feurtado
- COL David Allen
- COL Keith Knapp
- LTC Mike Politano

### School of Science and Mathematics
- COL Chuck Groetsch
- COL Joel Berlinghieri
- COL John Carter
- COL John Moore
- COL Paul Rosenblum
- COL Randy Blanton

### ROTC Departments
- COL Richard Townes
- MAJ Pete Tortorici for Col. Rehrmann
- COL Douglas Fehrmann
- COL Paul Dunahoe

### Guests
- GEN John Rosa, COL Joe Trez, COL Jeff Perez, COL Tom Philipkosky
BGen Hines called the meeting to order at 3:17 p.m. in Bond Hall 295 on Tuesday, 8 December 2009.

ITEM 1: Approval of the minutes of 17 November 2009; the minutes were approved as presented.

ITEM 2: Proposal for Modification to Counselor Education Program Col Williams

The School of Education, Division of Counselor Education is recommending an increase in hours from 48 credit hours to 51 credit hours required for a Master’s of Education Degree in Counselor Education (Elementary and Secondary School Counseling) effective for students beginning the program spring semester 2010. Three implications of this change for Counselor Education Master’s Degree seeking students are: 1) Those students admitted in spring 2010, will be required to complete a 51-credit-hour program, to include the existing 48-credit-hour curriculum and one additional 3-credit-hour course approved by a faculty advisor; 2) Those students currently enrolled will be given an option to complete the existing 48-credit-hour program or the 51-credit-hour-program; 3) Those students graduating in fall 2009, will be given the option to graduate from the 48-credit-hour program in December 2009, or wait to take the additional 3 credit hours to total 51 credit hours and graduate in either spring or summer 2009. This change is requested because even though in the past The Citadel’s Counselor Education Master’s Degree graduates have been eligible to receive a salary at the master’s +30 pay scale for completing only an additional 9 credit hours, the criteria for this Master’s +30 pay scale has changed and now requires students to have graduated from a 51-credit-hour program. The increase from a 48-credit-hour to a 51-credit-hour program simply requires that students take one additional 3-hour course. The modification proposal has the support of the Counselor Education Community Advisory Board, the Citadel School of Education faculty, as well as the Dean for the Citadel School of Education. Col. LeClercq moved and the motion was seconded that the Board approve the Counselor Education Program proposal for modification. After a short discussion, the proposal was unanimously approved.

ITEM 3: Open Discussion with President Rosa Lt Gen Rosa

Lt Gen Rosa noted that South Carolina is not only struggling as a state but also continues to decrease its support for higher education. In addition, he shared his concerns for the financial situation of the college and explained that he had recently briefed the Board of Visitors on the decline of state, Foundation, and Trust funding in the past two years. Even though we received $2.1 million of stimulus money, the college must decide when and how much to spend. Once we spend the monies, they are gone, and unfortunately, the college cannot expect another $2.1 million. To combat this dire situation, the Foundation has been working to improve their investment strategy because both the Foundation and the Trust have reflected a down financial market. Deferred maintenance presents another challenge and cannot be ignored—we must do
the work. When Lt Gen Rosa arrived in 2006, he immediately noticed that the college’s debt service was too high and has worked tirelessly to improve this situation. In an effort to continue to improve this ratio, the college has only purchased two new programs: AMERESCO, an energy savings program, and Banner, a new computer system to replace the aging SIS-Plus system that will no longer have administrative support. He also emphasized that the college must more effectively handle cash flow because the monies in the Foundation (the Foundation has brought in $12 million, but 2/3 is in planned giving) are restricted. Even though we have more flexibility with the Trust monies, the spending must continue to be cautious. However, although tuition caps remain a possibility, the college was able to increase tuition for the graduate college. Now, we need to look toward 2012 and beyond: the college will need flexible and entrepreneurial programs of distinction, the graduate college will need to grow by approximately 25%, the college should aim for a sustained 70% four-year graduation rate, and the college should continue to support the internationally recognized Krause Leadership Center. We need to remember that students choose a college because of 1) strong academics and 2) improved job possibilities. The Krause Leadership Center plays a critical role in both of these areas. In addition, the Krause family has recently funded the academic stipends for teaching the Sophomore Seminar. The college needs to ensure that graduates have a professional plan, an electronic leadership portfolio, an international experience, an internship, and a mentor relationship. Because of these reasons, 80% of the graduates should either have a military commission, a job, or an acceptance in a graduate program. In short, we need to maintain what we have and continue to build and strengthen as an institution of higher learning. The question remains: How do we position ourselves to continue to improve? One way is to recognize that we are living in difficult times and carefully build cuts into our programs to lessen the impact. Also, we must remember that the college needs to settle in for the long haul and needs the support of the Academic Board.

Finally, Lt Gen Rosa asked for questions from the Academic Board: Col. Groetsch wondered if the college would be given more leeway to select money-saving policies instead of tuition caps, and Lt Gen Rosa noted that there was a pool of money that may help, that there was a Grass Roots Effort by Alumni to lobby the state legislature that may help, and that he would request that tuition not be capped because 73% of our funding comes from tuition and fees. He continued that because enrollment is strong, the college has been able to recoup approximately 71% of the cuts without hurting the cadet families. The early numbers for the incoming freshman class indicate that more women and minorities have applied, which reflects another positive year of recruiting students. To continue the discussion, Col Carter asked about the viability of the fourth-class system and its impact on retention wondering if this system might benefit from some fine tuning. Lt Gen Rosa answered that changing this type of system would have a ripple effect that may adversely affect alumni financial support and that the college needs to “keep the train on the tracks,” while agreeing that he also was not pleased with the negative aspects of this system. He also felt that even if everyone wanted to change the “system,” the attempt would be unsuccessful. In contrast, the Values and Respect Program, which began in 2006, is finally
beginning to positively affect cadets and their behavior even though there is more work to be done in this area, as well. Dr. Allen expressed concern because his freshmen seem so sleep deprived that they cannot even complete simple tasks like alphabetizing. He noted that the average time that cadets are able to sleep each night has decreased each year. However, Gen Hines explained that the average freshman GPA has increased from a 2.52 several years ago to a 2.77 last fall. In an effort to conclude this issue, Lt Gen Rosa noted that the college does not have the resources to change the fourth-class system. Gen Hines assured the group that Col Mercado will meet with the Board early next year to explain his plan to reduce the number of cadets leaving from 2nd and 3rd Battalions and his ideas concerning the increase in attrition to 18% across the Corps (1.2% higher than last year). Col Knapp also showed his concern for the increase in attrition and wondered what the school planned to do. Gen Hines explained that VMI ends their fourth-class system at the semester, and that while Texas A & M loses students to the regular population, these students do not change colleges. He also noted that scrambling Companies may be considered, but unfortunately part of the culture at The Citadel identifies with specific Companies, so even this idea has challenges. Col Moore suggested that part of the increase in attrition could be the result of the female cadets because their numbers are so small, hence their support system may not be in place. Gen Hines noted that the college has started recruiting other women instead of just those women interested in the military. He asked if anyone on the Board had seen Good Morning America’s review of Shannon Faulkner’s August 1995, departure from The Citadel, and Col Bebensee noted that the publicity was not as negative as he had anticipated. Lt Gen Rosa remarked that The Citadel has made many positive changes to accommodate women: they can grow their hair, and they no longer have to wear men’s uniforms. In addition, he noted that VMI also has difficulty keeping women (their attrition rate for women doubled this past year.) in the Corps. Moving back to the discussion of budget, Lt Gen Rosa assured the Board that the administration is looking for ways to restructure spending and is rethinking the cuts to the adjunct budget. In response, Col Knapp added that the faculty needs to understand the budget more completely and to understand who consumes what: administration, military, athletics, etc. Gen Hines explained that he wants more people from faculty and staff to have input, and he wants to compare the spending at The Citadel with other institutions to see how the college compares and to see where we may be out of line. Next, Col Knapp asked how much the college actually spends on instruction, and Gen Hines answered that 60% of the E & G monies at The Citadel go to instruction even though the amount of teaching by faculty in higher education has declined: 60% of the instruction used to be by tenure and tenure track faculty, while now many institutions have only 27% of their instruction by tenure and tenure track faculty. Unfortunately, graduate students and adjuncts now teach the majority of classes at the college level. In response to this shift in instruction, Lt Gen Rosa emphasized that the college can only cut so much, and the direction of the college will be in growing revenue. For example, no one knows the impact on the local colleges of Boeing coming to North Charleston and not only building a plant but also hiring employees. To address the potential needs, The Citadel is growing the Project Management Program, the MBA Program, as well as
the Veteran Program, which has had a slow start, while Trident Tech has increased their 2 + 2 Program as well as their Aircraft Programs (Maintenance and Systems). In an effort to support the future needs of Boeing, members of The Citadel Foundation have met with GEN John Sams (Class of 1967), a Boeing executive. In addition, Col Williams asked what has been done to more effectively market the Citadel Graduate College to which Col Perez answered that a new campaign went into effect this past summer. However, Col Knapp wondered about the effect on the institution when the graduate college increases while the number of adjuncts decreases. In response, Col Perez indicated that the marketing plan for the college addresses the issue of resource management, and the question remains: How many more professors does the college need to handle the impact of growth? Furthermore, Col Nida explained that the Marketing Committee has been heavily engaged in developing a comprehensive marketing plan, which is extremely complex, for the college. To add a point, Col Feurtado noted that many people wonder if graduate students get to wear the Citadel ring, for example. Lt Gen Rosa added that many positive changes have taken place: 1) the college changed the size of the diploma for graduate students to more closely resemble the undergraduate diploma, 2) Col Mitchell has partnered the National Guard tailoring needs with the Citadel tailor shop, 3) Dennis Bergvall, Executive Director of The Citadel Foundation, and Lt Gen Rosa have met with Raytheon Company to secure funding for the School of Engineering, and 4) Dr. Bernard Gordon, Chairman of NeuroLogica Corporation, donated $1.5 million to the School of Engineering.

In short, Lt Gen Rosa asked for continued input from the Academic Board and emphasized that his office constantly strives to improve communication among all members of the Citadel community, for example, Lt Gen Rosa will meet with Staff Council in the coming year. He concluded his remarks by asking that all members of the Citadel administration, faculty, and staff pull together in the coming years.

ITEM 4: Other Matters from the Group
There being no other matters to bring before the group, Gen Hines asked for a motion to adjourn the meeting; the motion was approved and seconded.

Respectfully Presented,

Mark A. Bebensee, Ph.D.
Associate Provost for Academic Affairs