BGen. Hines called the meeting to order at 3:19 p.m. in Bond Hall 295 on Tuesday, 17 November 2009.

ITEM 1: Approval of the minutes of 20 October 2009; the minutes were approved as presented.

ITEM 2: Faculty Rank of Instructor/Visiting Professor  BGen. Hines

BGen. Hines summarized the rationale for the additional faculty position of Instructor who would: receive full benefits; have a starting salary in the low $40,000 range; be helpful in the core curriculum areas, for example English 101 or 102; allow for outstanding instruction in departments; ordinarily make up no more than 10% of any department while reducing the reliance on Adjunct faculty to approximately 25%; provide 100% teaching and service; and bring strong credentials with years of experience to the classroom. In addition, he assured the Academic Board that the decision to hire or not to hire Instructors would rest with the individual departments, not with the administration, and that the Instructor’s performance would be evaluated by the department at the end of a three-year term. He added that there would be a distinction between the rank of Visiting Professor and the rank of Instructor—the Visiting Professor could later become a tenure-track faculty member, whereas the Instructor, more than likely, would stay in the Instructor position. Moreover, he explained that The Citadel appears to have one of the highest “average faculty salaries” because we have only three faculty ranks (Professor, Associate Professor, and Assistant Professor); therefore, the average salary at The Citadel appears higher than the average salary at other colleges because most average in the additional rank of Instructor. Col. Knapp asked if Instructors would hold a Master’s or a Ph.D. degree, and BGen. Hines replied that both the College of Charleston and Winthrop have Ph.D. Instructors in the classroom. Col. Bebensee remarked that in the fields where supply exceeds demand, you would not want an Instructor to simply “settle” for the position just to gain a foothold in the department, while BGen. Hines agreed that no one would want an Instructor to be in a “holding pattern” waiting for something better in the department. To continue, Col. Allen asked for confirmation that the selection of a Visiting Professor still remains a department decision, to which BGen Hines agreed. Col. Knapp questioned why the number of faculty members has not kept pace with the increase in the size of the Corps of Cadets and requested that Col. Bebensee and Col. McNealy provide data to show the change in faculty size as compared to the increase in the size of the Corps. The discussion closed when BGen. Hines asked the Academic Board to embrace the rank of Instructor and encouraged all departments to decide if this concept has value for their particular programs. He concluded by assuring the Academic Board that this position would not challenge the tenure-track faculty in any way.
ITEM 3: Rehiring of Adjunct Faculty NOW in One-Stop  
Col. Bebensee

Col. Bebensee asked all departments to ensure that all Requests to Fill (RTFs) have been submitted to Human Resources before the college closes for Christmas Break. In addition if the departments would like their Adjunct faculty to have access to the Lesesne Gateway and other academic systems, then the RTFs should indicate 4 January, not 16 January, as the start date. Col. Knapp asked what his department should do if the RTFs have already been completed and sent to HR to which Col. Bebensee advised that the department should amend the RTFs to reflect the earlier start date.

ITEM 4: Regimental Band to Miss 9:30 classes on Dec. 3rd  
Col. Bebensee

Col. Bebensee explained that the Regimental Band will perform in Scotland this summer and that because of this unique and valuable opportunity for the Citadel cadets, the local news would like to conduct a question and answer interview with as well as take pictures of the cadets in the Regimental Band. Unfortunately, the only time that this press conference can occur is at 9:30 a.m. on Thursday, 3 December. Col. Bebensee requested that the members of the Regimental Band be excused from their 9:30 a.m. classes on that day.

ITEM 5: Location of Summer School Classes  
Col. Bebensee

Col. Bebensee advised that the college will have to consolidate the use of classroom space during the summer to reduce energy costs. While a new HVAC system is installed in Capers this summer, those classes will likely move to Jenkins Hall which has many empty classrooms. BGen. Hines suggested that the science classes be consolidated in Byrd and Duckett. In addition because LeTelier classes require the use of labs in the evenings and Thompson Hall requires air conditioning during the day, the offices and scheduled classes in Thompson Hall may move to LeTelier to allow for a system shut down in Thompson Hall. Col. Bebensee explained that some faculty may have to work in other locations, while BGen. Hines advised that much energy savings occur over the weekends. Col. Moore offered his concerns for the computer labs in Thompson Hall as well as for the administrative staff if the air conditioning is completely cut off. Also, Col. Moore wondered about forwarding the phone calls that departments receive in the summer from not only incoming freshmen and their parents but also from upper class cadets and their families. Col. Rosenblum commented that faculty should be consulted before the administration finalizes any energy saving plans, and Col. Carter wanted to know the energy savings from last summer. BGen. Hines explained that the college saved $44,000 by reducing energy use even though the college did not have any buildings offline, and many schedules did not change last summer. However, he believes that the college may double the savings, if some buildings can be shut down. In response to the proposed energy saving plans, Col. Rosenblum and Col. Blanton have sent their energy requests and summaries to Physical Plant for consideration. Moreover, Col. Berlinghieri wondered about the strain on the HVAC systems when they are constantly shut down and then turned back on, and BGen. Hines replied that many institutions go offline in the summer months. To provide more details, he explained that Ameresco resulted in $640,000 in savings in one year and that he would like to extend this
service to other buildings on campus. However, the college must spend $1.4 million to install a new HVAC system in Capers in an effort to improve learning, teaching, and working conditions in that building. Upon hearing this plan, Col. Knapp wondered about the faculty in Capers while the HVAC is being replaced, and BGen. Hines added that in December, Col. Yeats will brief the faculty on the Capers Project. Moreover, Col. Allen voiced his concern for the staff in Capers, if the temperatures become too hot; and BGen. Hines explained that, in those circumstances, the staff would be sent home and would not lose pay. He also assured everyone that the administration does not want to put anyone at risk. In addition, Col. Moody asked about the possibility of growing revenues rather than cutting services. BGen. Hines offered the following financial breakdown: 1. The Athletic Department must generate independent funding and reduce its dependence on auxiliary monies; 2. The CGC has increased enrollment by 9% this fall and hopes to increase enrollment by 25% in the future; 3. The new Veterans Program will begin in January and will generate revenue with a target enrollment of 200-250 veterans; 4. The MECEP Program will continue to grow; 5. There are plans for another Army Program as well as a type of summer prep school for veterans; and 6. The Beach House and other rental fees have increased. In response to this last statement, Col. Berlinghieri stated that now the faculty members are charged for the use of these facilities, and BGen. Hines encouraged all faculty members to come see him before they pay the fee. He stated that the college is trying to budget Physical Plant for services, so if a department needs Physical Plant to install or fix something, the department will pay a fee. He also explained that a fiscal analysis has revealed that The Citadel has not kept an identified reserve of funds because the last few years have financially challenged the college: the endowment declined, two new barracks and a new stadium were built, and the Amersco and Banner Programs were implemented. He identified the college’s financial mission as Grow Revenues, Conserve Spending, and Build Reserves. In addition, he offered some good news: State Senator Glen McConnell believes that the state has approximately $1 billion for bond issues which should become available when a new Governor takes office. In response, Col. Feurtado asked if any decisions will be made at the upcoming Town Hall Meeting. BGen. Hines responded that this Town Hall Meeting will follow the same question-and-answer format as before and will offer additional information to the Citadel faculty and staff.

ITEM 6: Reminder about Scheduling of Final Exams Col. Bebensee

Col. Bebensee reminded faculty to adhere to the published Final Exam Schedule. Many students may request a change in the schedule; however, faculty members are encouraged not to reschedule exams. He thanked all of the faculty members for their support and help during exams.

ITEM 7: Assessment/NSSE Data Lt. Col. McNealy

Lt. Col. McNealy explained that all cadet assessments have been embedded in the Commandant’s schedule, and several assessments have been replaced or better defined to more accurately provide the information that the college requires for SACs Accreditation, for example. Each year, the freshmen take the National Survey of Student Engagement (NSEE).
These assessments were given to freshman as well as senior cadets to better understand the students’ satisfaction with the academic as well as the social climate of the college. The Citadel’s first-year students exceeded many NSSE benchmarks in comparison with 1700 responders from colleges and universities across the country. BGen. Hines noted that the NSSE has been administered for the past ten years at The Citadel, and the only category that consistently ranks low is Learning Communities, which are difficult, if not impossible, to create in this military environment. He also noted that colleges feel more pressure for accountability; therefore, Lt. Col. McNealy was hired to track our demonstrable changes and improvements for SACs Accreditation. BGen. Hines wants to “roll out a voluntary system of accountability that all can see—administrators, faculty, staff, and prospective students, to name a few.” Moreover, the freshmen will take a Sleep Survey in December to pinpoint why these students have lost an average of about seven minutes of sleep each night. Lt. Col. McNealy has developed questions to discover the possible causes: computer usage, roommates, to name a few. In addition, Col. Moore has created an assessment to document principled leadership, which will go into place soon. Next year, this assessment will be administered twice yearly to track leadership activities. There will also be E-Leadership Portfolios where students can upload more than four years of activities and professional development sessions. Currently, writing samples reveal a leadership awareness of the incoming freshmen, and the 360-degree assessments will track the leadership index. Col. Johnson requested that this type of data be made available to departments for accreditation purposes, and Lt. Col. McNealy explained that many of these assessments come with accreditation information. Also, Col. Allen requested that more faculty members be made aware of this data. In an effort to share her results more broadly, Col. McNealy will launch a Strategic Plan website that can be accessed through the Institutional Effectiveness and Assessments portal.

ITEM 8: Other Matters from the Group

BGen. Hines noted that the Commandant of Cadets, Col. Mercado, will meet with the Academic Board in the near future. He was unable to meet today because he was in Florida to watch the Shuttle launch carrying an astronaut who is a Marine Citadel Alumnus. The Commandant is aware of many practical suggestions to improve the academic life of a cadet and wants to work with the Academic Board on improvements. Col. Feurtado mentioned that Guard Duty presents a problem not only for tests and labs but also for many activities that occur in the classroom. He suggests that the Academic Board in conjunction with the Commandant of Cadets revisit this policy. BGen. Hines stated that he will discuss the matter with Col. Mercado before he comes to the Academic Board Meeting. BGen. Hines also discussed retention rates and four- as well as six-year graduation rates. He explained that we have more students whose education has been disrupted for different reasons and wants to capture the students who leave after four years and do not graduate. The Citadel should try to achieve the 60% or more graduation rate in four years but should strive to reach 70%, if possible. While 60% is considered good, BGen. Hines observed that 70% would be outstanding. He then provided a brief update on possible budget cuts: the state may request another 3% budget reduction for
all state agencies; however, The Citadel will try to use reserve funds to absorb any reductions. However, he admitted that the Citadel administration does not know when and if more cuts may be required.

ITEM 9: There being no other matters to bring before the group, there was a motion to adjourn the meeting; *motion was approved and seconded.*

Respectfully Presented,

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