

MEETING OF THE ACADEMIC BOARD
August 18, 2014 at 3:15 p.m. in Bond 295

- ITEM 1: Approval of the Minutes of the 6 May 2014 Meeting (E-mailed attachment) BG Hines
- A motion was made, seconded, and approved to approve the Minutes.
The Minutes were approved as written.
- ITEM 2: Welcome of New Board Members BG Hines
- BG Hines welcomed the following new Board Members: COL Larry Daniel, Dean, School of Education; COL Dubose Kapeluck, Chair, Department of Political Science; LtCol Mick Fekula, Chair, Leadership Studies; COL Mark Raschke, Chair, Department of Military Science; and MAJ Aaron Oberman, Associate Professor of Counselor Education
- ITEM 3: Profile of the Entering Freshman Class BG Hines
- BG Hines noted that he was impressed with the accurate enrollment management models and projections that have helped manage class size downward as well as academically improve the incoming freshman class. He will send out the statistics of this class electronically at a later date.
- COL Joe Trez then distributed a *Guide for Leader Development* which was created by the Leadership Council as a blueprint for leader development and which will be given to all cadets, faculty, and staff. He emphasized that faculty members play a key role in the development of leaders by acting as role models and by mentoring cadets. Then, he distributed the overview of the Senior Seminar and explained that by 2 September all seniors should have signed up for a seminar through Lesesne Gateway. BG Hines thanked COL Trez for all of his work to make the senior seminar so successful and meaningful for first-class cadets.
- COL Trumbull noted that there has been concern about sleep deprivation as a result of increased physical training (PT) sessions at 5:30 AM. However, Col Clark explained that the Navy/Marines have not made any changes in their programs. COL Trumbull added that the freshmen do not seem to be leaving like they have in past years, and LTC Horner explained that this year marks the lowest attrition in the past six (6) years. COL Zuraw noted that the weather has been extremely hot and wanted to make sure that the Commandant was aware of the impending heat. BG Hines pointed out that all cadre are aware of the black flag posting eliminating outdoor physical exertion; however, if anyone observes outdoor training during these conditions, they are to notify the Provost's or the President's Office.
- ITEM 4: Selection of Representatives to the Provost Search Committee BG Hines
(Candidate listing on E-mailed attachment; ballots will be provided at the meeting)
- BG Hines explained that LtGen Rosa will continue as President of The Citadel for two more years and possibly longer to avoid having the Provost and the President leave in the same year.

With that assurance from the President, BG Hines noted that he is now looking forward to becoming a faculty member and will welcome a new provost on 1 July 2015. BG Hines explained that the Board would vote to select two of these six nominees to represent Academic Board on the Provost Search Committee: COL Allen, COL Bebensee, COL Davakos, LTC Goble, COL Richardson-Jones, and COL Trumble. A vote was taken; LTC Horner and LTC Nesmith counted the votes; and COL Allen and COL Bebensee were selected to represent the Board on the Provost Search Committee.

ITEM 5: Resolution Regarding Faculty Governance Study COL Moore
(E-mailed attachment)

COL Moore explained that this resolution was adopted by Faculty Council in 2011; however, it has been tabled for three years; therefore, he moved that the Academic Board consider reviewing and adopting the resolution, and COL Jones seconded the Motion. COL Moore then asked the Provost to create a group to study faculty governance, as the college has changed in the last several years. For example, Faculty Council used to be comprised of full, tenured professors; however now, the members are much more junior; Academic Board has expanded significantly by becoming larger and is no longer exclusively a representation of the faculty; and there are new academic schools with deans. Therefore, the College needs to come up with a framework that makes sense and which will provide a more meaningful definition of faculty governance.

COL Trumbull pointed out that some schools have department chairs and some have deans and wondered if there should be an amendment because not all schools have department heads. He suggested that the wording should say: "Where appropriate or applicable define the role of department heads and/or associate deans." He suggested that maybe other schools will adopt associate deans, as well. BG Hines suggested an amendment to Item #4 that added, "Where applicable... and/or associate deans." *The amendment was seconded as amended.*

LTC Goble pointed out that the Library has no role in this proposed faculty governance study and wondered if there could be a representative from the library. Therefore, he proposed that the library be added: "... that the Provost appoint an *ad hoc* committee consisting of the chair of the Faculty Council, a representative from the Provost's office, and representatives from each academic school as selected by the respective dean, as well as from the library to be selected by the Director."

COL Zuraw pointed out that the five items seem quite large and wondered how long this process will take. She also asked if these items were for one committee or for several committees. COL Moore added that there might be five constituent committees. COL Zuraw asked about a deadline, and COL Moore noted that the first four items have to happen before item #5 and suggested that the word "ultimately" be added at the beginning of Item #5. COL Chen noted that MAJ Rudolph worked on rewriting the *Faculty Manual* and suggested that these items might be brought to Faculty Council as feedback from the faculty as necessary. COL Moore explained that LTC Barth was a member of the group, had done research, and had reviewed this

change in faculty governance with Faculty Council. COL Berlinghieri suggested that the Minutes from Faculty Council be reviewed, and MAJ DeFebbo explained that she was representing LTC Barth at this meeting and that the suggestion was approved but not moved forward; last year it was discussed again, and that this review should be in the Minutes. MAJ DeFebbo explained that she would forward the Minutes to the Board. COL Moore added that the Board could approve this item before Faculty Council reconvenes. COL Bebensee explained that LTC Barth did think that the proposal had been approved and that the results could be found in the Minutes from 2011. COL Chen suggested that the proposal be reviewed by the current Faculty Council as the membership has changed. COL Moore added that if Academic Board were to adopt this proposal, Faculty Council could still review it and would have the latitude to stop the process. COL Berlinghieri explained that the key word is "consider," and COL Zuraw added that this wording comes directly from the Minutes. BG Hines pointed out that this resolution does not have to return to Faculty Council and that a motion could be made to refer to the 28 April 2011 Faculty Council Minutes to include the suggestions that have been made. COL Moore noted that there could be an issue of the larger schools having larger representation; however, this situation would be left to the Provost to decide. COL Zuraw asked if there would be any coordination if each dean selected their representative and that, perhaps, the recommendations should be presented to the Provost first. BG Hines assured the Board that there would be coherence.

COL Davakos observed that he did not see what the result would be after Item #5. BG Hines explained that he will offer a charge and a specific date when this proposal should be reported back to Academic Board, and that whatever is proposed will be distributed to the entire faculty for feedback before moving forward. COL Allen asked if the proposal would come back to Faculty Council and then to Academic Board, and BG Hines explained that it would only come back to Academic Board with input from Faculty Council and the entire faculty.

COL Bebensee concluded that the proposal would be in draft form and that there would be a discussion with input from both groups. BG Hines explained that there would need to be approval from both groups, as the common goal is to improve the way faculty handles academic affairs. BG Hines asked if there were other suggestions for modification and then asked for a vote. *A motion was made to move the Resolution to Study Faculty Governance forward.*

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| ITEM 6: | Library Fire Sprinkler Project Update
Update to be provided at our next meeting. | LTC Goble |
| ITEM 7: | Faculty Council Update
Update to be provided at our meeting. | LTC Barth |
| ITEM 8: | CGC Update
Update to be provided at our next meeting. | COL McNamara |

ITEM 9: Class Absence System Update COL Bebensee
Update to be provided at our next meeting.

ITEM 10: Citadel Budget Update for FY 2015 Col Garcia
BG Hines explained that the College is embarking on a new era and that even though this year has presented various challenges, he wanted to express his complete confidence in the Chief Financial Officer and encouraged the Board to be patient.
Next, BG Hines provided a financial overview: 1) the cost of tuition has increased; 2) student debt is skyrocketing over credit card debt; and the amount from state appropriations is down \$4,000 for FTEs (full-time equivalents). Moreover, many of the BOV (Board of Visitors) did not want an increase in tuition and fees.
He continued to explain that the main goal is to decentralize the budget and empower deans and department heads to manage their budgets to include a roll-over account that they might use in later years. Also, the state did not match the 2% pay increase.
COL Garcia and BG Hines asked that the department chairs and deans to prioritize their needs, and COL Berlinghieri pointed out that the ranking in *US News and World Report* would be adversely affected if the class size were to increase. COL Zuraw added that the College would lose enrollment if there were an increase in class size. COL Berlinghieri added that the departments are getting a small percentage of lab fees but if $\frac{3}{4}$ of the lab fees were to be taken off, each department would not get enough to run their programs. BG Hines explained that the goal of the College is for everyone to be as conscious as possible about efficiency.
COL Berlinghieri asked if the COLAs were included in the projections, and COL Garcia noted that they were.
BG Hines pointed out that when the College conducts the next salary study, this study will be conducted internally instead of hiring an outside firm. He also requested that the deans rank their requests and be prepared to explain how much of an offset they can offer. COL Toubiana explained that his department needs funds for basic needs. COL Allen wondered who will decide the funding, individuals or an entire committee. He added that his department prepares the class schedule early and always asks for the number of incoming freshmen. However every summer the numbers change, and he must add sections. Also if sections are added, he needs the ability to hire immediately and not wait for a decision. COL Moody asked if schools could manage summer school themselves as currently it is being managed by CGC.
COL Garcia concluded that by FY 16, they will ask for budget prospects.

ITEM 11: Calendar Notes for the Semester COL Bebensee
Monday, Sept. 1st: Labor Day. Day classes ARE held, no evening classes.
Tuesday, Sept. 2nd: General Faculty Meeting and Lunch, 1100-1250 Buyer Auditorium

Friday, Oct. 10 th :	PARENTS' WEEKEND; all AFTERNOON classes that day are cancelled so that we may host the Academic Open Houses for parents.
Wednesday, Oct. 22 nd :	Leadership Development Day, NO DAY CLASSES
Tuesday, Nov. 4 th :	Election Day: NO DAY CLASSES, evening classes are held
Tuesday, Dec. 9 th :	Final exams for the CGC begin
Friday, Dec. 12 th :	Day program exams begin

ITEM 12:	Schedule for the Next Week	COL Bebensee
	Tuesday, 19 August:	Freshmen meet with Deans/Dept. Heads 7:00-8:50 p.m.
	Wednesday, 20 August:	Freshman Advising, 9:00 – 11:50 a.m.
	Monday, 25 August:	CGC classes begin
	Tuesday, 26 August:	Upperclass Advising 8:30 a.m. – 11:00 a.m. Academic Convocation 11:15 p.m. line-up at McAlister Field House; luncheon with Freshmen to follow in the Field House.
	Wednesday, 28 August:	Day classes begin

ITEM 13: Other Matters from the Group

There being no further business, *a motion was made and seconded to adjourn.*

Respectfully Submitted,

Mark A. Bebensee, Ph.D.

**ACADEMIC BOARD ATTENDANCE LIST
2014-2015**

In Attendance: <i>Monday, 18 August</i>	
YES	BG Sam Hines
YES	COL Mark Bebensee
NO	COL Robert McNamara
YES	LTC Tara Horner
YES	LTC Mick Fekula
YES	LTC David Goble
NO	LTC Mike Barth
YES	LTC Sylvia Nesmith
YES	LTC Chris Fudge
	School of Business Administration
YES	COL Bill Trumbull
YES	COL Janette Moody
YES	COL Wes Jones
	School of Education
YES	COL Larry Daniel
YES	COL Kathy Richardson-Jones
YES	MAJ Aaron Oberman
	School of Engineering
NO	COL Ron Welch
YES	COL Kevin Bower
YES	COL John Peeples
YES	COL Chuck Skipper
	School of Humanities and Social Sciences
YES	COL Bo Moore
YES	COL Guy Toubiana
NO	COL Dubose Kapeluck
YES	COL David Allen
YES	COL Kathy Grenier
YES	COL Steve Nida
	TBA
	School of Science and Mathematics
NO	COL Lok Lew Yan Voon
YES	COL Joel Berlinghieri
YES	COL Harry Davakos
YES	COL Mei Chen
YES	COL John Weinstein
YES	COL Lisa Zuraw
YES	ROTC Departments
NO	COL Mark Raschke
YES	COL John Colombo
YES	COL Thomas Clark III
	Guests: COL Trez, MAJ DeFebbo, COL Garcia