

Academic Board Meeting Minutes for 19 October 2010

BGen Hines called the meeting to order at 3:19 in Bond 295 on Tuesday, 19 October 2010.

ITEM 1: Approval of the minutes of 4 May and 16 August 2010: BGen Hines
The minutes were approved as presented.

ITEM 2: Conversation with the President Lt Gen Rosa

Lt Gen Rosa addressed the building cap placed on colleges that exceeded the recommended tuition increases in 2010-2011. Unfortunately, The Citadel's tuition costs are "all inclusive" costs, meaning that everything from uniforms, to food, to housing, for example is included. He has plans to speak to Chip Limehouse and any other senators and legislators that he can about the financial challenges that the college is facing. Also, Lt Gen Rosa noted that tuition is not the only issue on the table—the state is looking at capping out-of-state enrollment, as well. Currently, the college welcomes all in-state students who qualify; however, the out-of-state students' tuition is almost double the in-state tuition. To improve an understanding of these budget issues, Lt Gen Rosa supports financial transparency and would encourage the state to create a Board of Regents similar to the ones in Georgia and North Carolina. To further these ideas as well as others, he spends a large amount of time in Columbia discussing new state regulations that impact higher education.

Next, he discussed the growth of partnerships and the combining of the college CFO and CEO positions to a Chief Operating Officer. This person would move the college on a different path of financial positioning. A search has begun to find someone who can supervise the financial as well as the strategic planning of the college, and it may take some time to fill this new position. In the interim, someone from Financial Services will step in. [Note: It was announced the following week that Col Jim Openshaw, Budget Director, would hold the Interim position.] Moreover, Dennis Bergvall, Executive Director of The Citadel Foundation, will come over and be Vice President of Institutional Advancement, furthering a partnership between the Foundation and the college.

As Lt Gen Rosa has stated before, the college is being forced into a private model which must do more with less. For example, the college must continue academic growth while sustaining excellence, expand existing programs as well as create new programs. The new Program Management degree is an excellent example. His goal is to net \$4 million in expanded programs; for example, the 2+2 program must grow. BGen Hines will oversee this growth and encourage partnerships with the community. Col Mailloux noted that this new position sounds similar to the Strategic Planning Office already in place. Lt Gen Rosa responded that this function will remain with the Provost. By building a more efficient management team, he believes that both the Provost and the President will be able to spend less time at the operational level. Gen Rosa also noted that this new business structure will mirror VMI and the College of Charleston. BGen Hines explained that the college currently has a financial team to track financial viability and provide timely reports. Col Openshaw chairs this committee and coordinates with the Commandant and Athletics, for example, to improve communication about budget issues. Col Williams asked if the faculty would be compensated for additional

work required to realize academic growth. Gen Rosa explained that the team will find out where the growth should be and new positions will be put in those areas. To continue the growth, the Veterans Program will be encouraged to grow. Col Allen wanted to know how things are going in the Corps of Cadets, and Lt Gen Rosa explained that many things have improved. He noted that Col Mercado has encouraged defined standards which have improved cadet performance. In addition, the Leadership Education Program has begun to take effect; however, the college still has a long way to go according to many reports from the Ombudsmen and the Counseling Center. Col Feurtado referenced the conflict between academics and military duties, and Lt Gen Rosa explained that after reading the memoirs of a Citadel cadet in 1915, he realized that many issues still remain. Col Knapp expressed concern that the Library renovation was not completed; however, he was assured that the end was in sight. Col B. Moore shared his concern for the inadequate faculty salaries and noted that he has lost two faculty members because of salary issues. Lt Gen Rosa was hopeful that once the debt was eliminated, then he could concentrate on salary increases.

To further the budget review, BGen Hines advised that there was a plan in place for a 15% reduction in state appropriations in the next few years. Currently, South Carolina has lost \$140 million because of their poor support of education. To conclude the discussion, BGen Hines explained that the challenge of taking overloads has been addressed, and in fall 2009 and 2010, the average credit hours for a freshman were 17, and academic discharges for freshman cadets have continued to decline.

ITEM 3: Curriculum Changes for M. Ed in Literacy Col Nida

The Citadel was notified this summer of changes in the literacy certification requirements at the state level. The current program must add two courses to comply with certification requirements: 1) Coaching in Literacy Education no longer will require EDUC 596 (Analysis of Literacy Research) and 2) EDUC 599 (Supervision of School Literacy Programs) will no longer be required. In their place, students will take EDU XXX—Coaching in Literacy Education and EDUC XXX—Action Research in Literacy Coaching. This change will not affect the total number of required program hours for students; however, it will ensure that students will have the necessary coursework for certification at the Literacy Coach (formerly referred to as Reading Consultant) level and has received approval from the Graduate Council.

A motion was made and seconded to approve the two new courses in Coaching in Literacy Education.

ITEM 4: New Courses in M.A. in Social Sciences Col Nida

The Department of Political Science and Criminal Justice is one of the academic departments selected to support the Graduate Certificate in Leadership program by offering leadership application courses as the “leadership capstones” as well as support the requirement of the MASS degree. For these reasons, this department requests approval for the addition of two courses: 1) PSCI 555: Leadership Application Course in Political Science and 2) CRMJ 555: Leadership Application Course in Criminal Justice. The addition of these two courses has received approval from the Graduate Council.

A motion was made and seconded to approve the two new courses in Political Science and Criminal Justice.

ITEM 5: Approved Elective for Info. Systems Specialization of Joint M.S. in Computer Science Program Col Nida

The Department of Math and Computer Science proposed a new Information Systems Specialization elective, CSCI 633 which will also include CSCI 690 which is offered at the College of Charleston in the joint M.S. in Computer Science Program with The Citadel. This course should have been included last year and will continue the effort for The Citadel to keep pace with other joint M.S. in Computer Science programs.

A motion was made and seconded to approve the new course in the M.S. in Computer Science Program.

ITEM 6: New Courses to Replace EDUC 500 and EDUC 522 for Student Affairs Specialization Col Nida

The School of Education, Division of Counselor Education, requested an official change in two courses, EDUC 500—Foundations of American Education (Student Affairs Specialization Only) to EDUC 613 and EDUC 522—Critical Issues in a Multicultural Society (Student Affairs Specialization Only) to 622. These changes are needed for clarity with an anticipated CACREP review team in the next couple of years and will also eliminate confusion among students enrolled in the programs, as well as the graduate school assignment of students into the appropriate sections of both courses. The proposed changes will permit the CACREP review team to clearly examine the two distinct required courses to determine compliance with existing CACREP standards and avoid confusion with other required Education major courses. Col Bebensee noted that EDUC 613 and 622 are for the Student Affairs Specialization subset; however, EDUC 500 and EDUC 522 will continue to exist for the other students. In addition, this change should have appeal for graduate students. Finally, Lt Col Nesmith thanked the Board for their patience with the Banner implementation and asked them to let her know if any courses have not been added to the course schedule for the spring. *A motion was made and seconded to approve the new courses in the Student Affairs Specialization.*

ITEM 7: Requirements for Academic Classification of Senior (1A) Col Bebensee

Col Bebensee explained the complex issue of determining class ranking and the fact that the system at The Citadel differs from other colleges. Most colleges simply count the number of hours a student has earned to determine the class ranking; however, The Citadel 's system uses differing tables depending on the major course of study and also uses core courses that must be completed in a certain order. These requirements appeared sometime in 1995-1997; however prior to 1995, cadets just had to have a 2.0 GPR and be no more than 8 hours behind in their major course of study. Currently, administration meets twice a year with cadets explaining these requirements, but many students still fall short. Moreover, many seniors may not meet the letter of the requirements; however, they can graduate on time—which is the goal of the college. Also, if seniors are enrolled in the last course of the requirements in the fall of their senior year, they still cannot hold rank or receive their ring. Col Bebensee asked the Board to think about these ranking requirements. Lt Col Nesmith mentioned that the requirements seem to change a bit each year adding to the confusion and that if the requirement is going to be a 2.0, the Board needs to remember that a cadet can be classified as a 1A and not have a 2.0. Col Bebensee wondered if the college has made this process too complicated. To explain further, he suggested that class ranking be determined simply by the number of hours a cadet has earned.

Despite any changes in the curriculum, BGen Hines wanted everyone to encourage cadets to continue to take their core courses in the first two years and not to wait until their senior year. In response, Col J. Moore stated that he did not care as much about completing the courses as he cared about seniors having a 2.0 GPR. Col Allen wondered if the hour requirement for graduation falls in line with other peer institutions. And Col Knapp mentioned that he prefers a diverse mix of students in his classes, so having cadets wait to fulfill several requirements would not present a problem for his discipline. In other words, Col Bebensee could drop the history requirement for receiving a ring or holding rank. In summary, Col Bebensee wants to review the correlation between graduation rates and the ring requirements to see if these requirements have had any effect on graduation rates, and he would like to revisit this issue at a future meeting.

ITEM 8: Faculty Council Update

Lt Col Mailloux

There have been several actions on Committee Charters: 1) The Tenure and Promotion Committee has made changes that were reviewed by Faculty Council—the changes were in titles and adjustments for the development of Schools; 2) The responsibilities of the committee Vice-Chair and Secretary, who did not exist in the previous charter, have been redefined; In the new structure, the Vice Chair assists the Chair, and the Secretary takes minutes. The structure of the Executive Committee will include a Vice-Chair and Secretary instead of “the Chair plus three members, one from each cluster”; 3) A quorum will consist of 2/3 of the voting members (instead of 2/3 of the committee members); A wording change states that “in association with the Provost and the Undergraduate and Graduate Deans of the College” will say “in association with the Office of the Provost”; The committee voting process will specify that “all members shall vote, with all votes justified in writing”; A positive vote will change from the previous “an affirmative committee recommendation requires approval by a minimum of 2/3 of the committee membership to “an affirmative committee recommendation requires a positive vote by a minimum of 2/3 of those committee members casting votes.” Next, the Council approved the following correction in the Committee on Committees’ Charter to read: “No faculty member may serve on the committee for more than three years consecutively. If a faculty member cannot complete a term, the Faculty Council will select another member to fill the unexpired term. Time spent filling the term of another faculty member will not count toward the three-year rule outlined above.” This wording was changed in the past; however, the new wording changes the policy back to what it was; and lastly 4) The web page format for the committee has been changed to look like The Citadel Home Page.

Item 9: Possibility of Reversing “Assigned Meeting Days” for Department/
School Verses College-Wide Committees (Tuesdays and Thursdays)

Col Bebensee

Many faculty members are part of Leadership Development Teams that meet on Tuesdays, so having all department meetings on those days excludes many faculty from being on these teams. Therefore after this academic year, department and schools will hold meetings on Thursdays instead of Tuesdays. There was also concern that this change would conflict with CAC luncheons.

Item 10: Parking Issues—New Neighborhood Parking Rules and BGen Hines
 Parking for Adjunct Faculty

The surrounding neighborhood has voted for new residential restrictions for two-hour parking. This change will impact cadets and faculty, especially adjuncts, who traditionally park off campus on the contiguous streets. Therefore, regular faculty and staff will continue to park on campus; however, adjunct faculty will need to park in the lot on Congress Street. Col J. Moore voiced his concern because he believes that it is difficult enough to encourage adjunct professors to work so few hours and then to require them to walk from Congress Street to Thompson Hall seems counterproductive. Currently, math professors are difficult to find, and this change will hurt recruitment of these faculty members.

Item 11: Other Matters from the Group BGen Hines

There being no further business, *a motion was made and seconded to adjourn the meeting at 5:15 p.m.*

Respectfully Presented,

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

Attendance: October 19, 2010	
YES	BGEN Sam Hines
YES	COL Mark Bebensee
NO	LTC Tara McNealy
YES	COL Steve Nida
YES	COL Angie LeClercq
YES	LTC Peter Mailloux
YES	LTC Sylvia Nesmith
YES	LTC Chris Fudge
	School of Business Administration
YES	COL Ron Green
YES	LTC Janette Moody
YES	LTC Wes Jones
	School of Education
YES	COL Tony Johnson
YES	MAJ Jennifer Altieri
YES	COL George Williams
	School of Engineering
NO	COL Dennis Fallon
YES	COL Ken Brannan
YES	COL John Peeples
	School of Humanities and Social Sciences
YES	COL Bo Moore
YES	COL Guy Tubiana
YES	COL Gardel Feurtado
YES	COL David Allen
YES	COL Keith Knapp
YES	COL Mike Politano
	School of Science and Mathematics
YES	COL Chuck Groetsch
YES	COL Joel Berlinghieri (Russ Hilleke attended for Joel)
YES	COL John Carter
YES	COL John Moore
YES	COL Paul Rosenblum
YES	COL Lisa Zuraw
	ROTC Departments
YES	COL Laurence Hutto
NO	COL Douglas Fehrmann
YES	COL Brent Dunahoe
	Guests: GEN Rosa, COL Perez, COL Philipkosky