

**HANDBOOK
FOR
ADJUNCT FACULTY**

Revised 28 May 2003

Adjunct Faculty Handbook

Table of Contents

I.	INTRODUCTION	
	A. Welcome	1
	B. College Calendar	1
	C. Campus Map	1
II.	ORGANIZATION AND ADMINISTRATION	
	A. Statement of Vision, Core Values, and Mission	1
	B. Board of Visitors.....	3
	C. Administration	3
III.	PERSONNEL POLICIES	
	A. Academic Freedom	5
	B. Faculty Grievance Procedures.....	6
	C. English Fluency Policy	6
	D. Sexual Harassment Statement	7
	E. Ownership of Intellectual Property.....	7
IV.	GENERAL INFORMATION	
	A. Adjunct Faculty Orientation	8
	B. Compensation	8
	C. Parking	9
	D. Keys	9
	E. Mail	9
	F. ID Cards	9
	G. Use of Citadel Facilities	9
	H. Dress and Grooming	9
	I. Campus Dining	9
	J. Smoking.....	10
	K. Cancellation of Classes Due to Inclement Weather	10
V.	FACULTY RESPONSIBILITIES	
	A. Faculty Attendance	10
	B. Course Syllabi	10
	C. Office Hours	10
	D. Attendance Reports for Cadet Classes	11
	E. Final Examinations	12
	F. Grading Policies	13
	G. Recordkeeping	17
	H. Classroom Emergency	17
	I. Confidentiality of Student Records	17

VI.	STUDENTS	
	A. Student Bodies	20
	B. Honor Code for Cadets	20
	C. Academic Integrity Policy and Procedures for Non-Cadets	20
	D. Appeals of Violations of Academic Integrity	22
	E. Student Grievances	23
	F. Students with Disabilities	24
VII.	COLLEGE GOVERNANCE	
	A. Academic Board	24
	B. Graduate Council	24
	C. Faculty Council	24
VIII.	ADJUNCT FACULTY EVALUATION	
	A. Peer Evaluation	25
	B. Student Evaluation	25
IX.	SUPPORT SERVICES	
	A. Library	25
	B. Information Technology Services.....	26
	C. Faculty Advisor.....	26
	D. Cadet Academic Officers.....	26
	E. Company Academic Advisors	27
	F. Center for Academic Enrichment	27
	G. ESL Classes	28
	H. Counseling Center.....	28
	I. Ombudsperson	28
	J. Pastoral Counseling	29
	K. Financial Aid and Scholarships	29
	L. Career Services	29
	M. Supplies and Equipment	29
	N. Photocopying and Printing.....	29
	O. Desk Copies of Textbooks.....	30

I. INTRODUCTION

A. WELCOME

Welcome to the ranks of The Citadel faculty. You are a valued member of our campus community. We look forward to a pleasant and productive association. The Adjunct Faculty Handbook is published by the Office of the Associate Vice President for Academic Affairs. The purpose of the Handbook is to provide adjunct faculty with general information about The Citadel and specific information about relevant personnel policies; expectations of faculty; academic regulations and procedures; and campus resources and support services. If you have questions or concerns, consult your dean, associate dean, department head, or the Office of the Associate Vice President for Academic Affairs.

B. COLLEGE CALENDAR

The college calendar is available on The Citadel website at <http://www.citadel.edu/pao/newsreleases/03calendar.html>

C. CAMPUS MAP

A copy of the campus map with designated parking areas is available on The Citadel website at <http://www.citadel.edu/graphics/maps/campusml.jpg>

II. ORGANIZATION AND ADMINISTRATION

A. STATEMENT OF VISION, CORE VALUES, AND MISSION

1. Statement of Vision. Achieving excellence in the education of principled leaders.
2. Core Values.
 - a. Academics: We produce graduates who have insight into the issues, ideas and values that are important to society and possess the skills necessary to deal with them successfully.
 - b. Duty: We emphasize the importance of individual accountability and the moral obligation of responsibility for the welfare of others.
 - c. Honor: We adhere to a code which teaches that uncompromising personal integrity is the primary guide in all situations.
 - d. Morality: We believe that an individual's character is of utmost importance and, therefore, we provide training which emphasizes ethical principles and core values.

e. Discipline: We believe that an individual's character is of utmost importance and, therefore, we provide training which emphasizes ethical principles and core values.

f. Diversity: We promote diversity in all segments of our campus community and in all aspects of college life.

3. Mission.

The Citadel's mission is to educate and prepare graduates to become principled leaders in all walks of life by instilling the core values of The Citadel in a challenging intellectual environment.

The Citadel strives to produce graduates who have insight into issues, ideas, and values that are of importance to society. It is equally important that Citadel graduates are capable of both critical and creative thinking, have effective communication skills, can apply abstract concepts to concrete situations, and possess the methodological skills needed to gather and analyze information.

Throughout its history, The Citadel's primary purpose has been to educate undergraduates as members of the South Carolina Corps of Cadets and to prepare them for post-graduate positions of leadership through academic programs of recognized excellence supported by the best features of a structured military environment. The cadet lifestyle provides a disciplined environment that supports the growth and development of character, physical fitness, and moral and ethical principles.

A complementary purpose of The Citadel, realized through the College of Graduate and Professional Studies, is to provide the citizens of the Lowcountry and the State of South Carolina opportunities for professional development by offering a broad range of educational programs of recognized excellence at both the graduate and undergraduate levels. These programs are designed to accommodate the needs of non-traditional students seeking traditional and demanding academic challenges.

Institutional Characteristics.

The Citadel is a coeducational, comprehensive, state-assisted, four-year institution whose primary undergraduate student body consists of approximately 1,900 members of the Corps of Cadets, all of whom reside on campus. The primary service area for these students is regional, with approximately half of each freshman class coming from South Carolina. The Citadel, however, does draw undergraduate students from all parts of the United States and many foreign countries. The College offers a wide range of baccalaureate degree programs (Bachelor of Arts, Bachelor of Science, Bachelor of Science in Business Administration, Bachelor of Science in Civil Engineering, and

Bachelor of Science in Electrical Engineering) in the humanities, social and natural sciences, business administration, engineering, and education. These academic programs prepare graduates of the Corps of Cadets for a variety of careers; about half of these graduates enter business and the professions, a third or more enter the military and government service, and the remainder go directly into graduate and professional study. Many graduates choose to pursue professional or graduate degrees later in their careers.

Through its undergraduate and graduate programs, the College of Graduate and Professional Studies serves a degree-seeking population of approximately 2,000. The primary service area is the South Carolina Lowcountry. The College of Graduate and Professional Studies offers three baccalaureate degree programs (Bachelor of Science in Business Administration, Bachelor of Science in Civil Engineering, and Bachelor of Science in Electrical Engineering) and seven graduate degree programs (Master of Arts, Master of Science, Master of Arts in Education, Master of Arts in Teaching, Master of Education, Master of Business Administration, and Specialist in Education). Meeting the needs of the South Carolina Lowcountry in terms of instruction, public service, and research, including such initiatives as cooperative programs with other educational institutions, is an important part of The Citadel's mission.

Together, the Corps of Cadets and the College of Graduate and Professional Studies enroll approximately 4,000 students, about three-fourths of whom come from South Carolina.

In all its educational programs, The Citadel acknowledges and endorses the teacher-scholar ideal, recognizing that the excellence of all of its programs is dependent upon the quality of its faculty. This ideal is pursued through teaching and lecturing, researching, writing, publishing, and public service. The Citadel's faculty also address audiences beyond the college by sharing their knowledge with other scholars and with the public.

B. BOARD OF VISITORS

The governing board of the College is The Citadel Board of Visitors which was established by sections of the Code of Laws of South Carolina, 1962 (as amended). The organization and functions of the Board of Visitors of The Citadel, the Military College of South Carolina, are presented in the current edition of *College Regulations*.

C. ADMINISTRATION

1. The President establishes the structure of the administrative operations of the College.
2. The chart which reflects the current organization of The Citadel is available through the Office of Human Resources.

3. President, Provost/Dean of the College, Commandant of Cadets, Associate Vice President for Academic Affairs, and Deans.

a. The President. The President has the governing authority and responsibility for the administration of the College and all of its activities. All students, faculty, and employees of the College are subject to the orders of the President, who is responsible to the Board of Visitors for the proper conduct of the College in all schools/departments. In the case of an absence from campus for less than seventy-two hours, the President will be presumed to remain in responsible charge and command. In the event of the death or disability of the President or presidential absence for more than seventy-two hours, the command of the College will devolve upon the Provost/Dean of the College. Before resigning or retiring, except under extraordinary circumstances, the President shall give the Board of Visitors a minimum of six months' notice.

b. Provost/Dean of the College. The Provost/Dean of the College is responsible directly to the President for all matters pertaining to the academic functions of the College. The Associate Vice President for Academic Affairs and the Academic Deans report directly to the Provost/Dean of the College. The academic department heads, Counseling Center, Director of the Honors Program, and Director of Library Services report to the Provost/Dean of the College or the Designee of the Provost.

The Provost/Designee of the Provost chairs the Graduate Council. The Associate Dean of the College of Graduate and Professional Studies reports to the Provost.

The Provost/Dean of the College will be the second in command and will act in the absence of the President. Institutional level decisions and policies involving planning, personnel, finance, facilities, communications, and cadet/student activities will be coordinated with the Provost prior to implementation and/or decision by the President.

c. Commandant of Cadets. The Commandant reports directly to the President and is responsible for the administration, training, housing, and discipline of the Corps of Cadets under regulations promulgated by the President and approved by the Board of Visitors. The Commandant is also the coordinator of ROTC matters as they relate to the Corps of Cadets and is responsible for The Citadel Summer Camp. The Director of Cadet Activities and the Chaplain to the Corps of Cadets report to the Commandant.

d. Associate Vice President for Academic Affairs. The Associate Vice President for Academic Affairs is responsible to the Provost/Dean of the College for ensuring that all aspects of the College are involved in a comprehensive, well-documented assessment process. This office provides support for the strategic planning process and ensures that planning, assessment, and budgetary activities are coordinated as a continuing cycle in the normal operation of the

College. This office is responsible for all institutional research activities. Information Technology Services and the Office of the Registrar report to this office. This office monitors academic progress of members of the Corps of Cadets. The Associate Vice President has supervisory responsibilities for the Office of Access Services, Instruction and Support (OASIS); International Studies; the Writing and Learning Strategies Programs; and Multicultural Student Services.

e. Dean of a School. The Citadel's academic programs are presented through five schools headed by deans: School of Business Administration, School of Education, School of Engineering, School of Humanities and Social Sciences, and School of Science and Mathematics. The dean of each school is a 12-month administrative position reporting directly to the Provost/Dean of the College and assumes responsibilities in the areas of program development and assessment, external fund raising, personnel actions, student recruitment, and budget/resource management. The dean is responsible for enforcing the policies of the school and for representing that school within the College and in external matters. When a school has department heads, these heads report to the dean, and the dean is responsible for ensuring that all department head responsibilities are being met. When the school has no department heads, the dean/designee of the dean assumes academic department head responsibilities as outlined below.

f. Academic Department Head. The Department Head reports to the Dean and is the chief academic administrator at the department level. The Department Head normally carries a teaching load of two courses each semester. As a faculty member, the Department Head continues to assume responsibilities in teaching, scholarly activities, and service to the institution and the discipline. The Department Head's responsibilities in the area of scholarship may relate to the promotion of the scholarly efforts of the faculty as well as to his/her own personal productivity. The Department Head assumes administrative duties and responsibilities in the areas of Department Leadership and Faculty Development, Department Planning and Program Assessment, Management of Department Operations, and Department Relationships Within and Outside the Institution.

III. PERSONNEL POLICIES

A. ACADEMIC FREEDOM

The first statement on academic freedom and tenure was adopted by the Board of Visitors of The Citadel on 4 October 1958. This original statement has undergone periodic revision, and the current version is as follows:

All faculty members are entitled academic freedom as defined in the 1940 statement formulated at a series of joint conferences of the American Association of University Professors and the Association of American Colleges. The governing bodies of the associations, meeting

in 1989 and 1990, adopted several changes in language to remove gender-specific references from the original text. The current statement reads as follows:

"Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

"Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

"College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution."

This statement is contained in the policy statement on tenure which is presented in General Order Number 4, 31 March 2003, and is accessible on The Citadel's website at http://www.citadel.edu/hr/orders/prob_etc_faculty.pdf.

B. FACULTY GRIEVANCE PROCEDURES

Faculty grievances are addressed as follows. Appeal procedures are built into the processes for annual evaluation, probationary reappointment, tenure, promotion, and termination for cause. For any other matters, the faculty member is encouraged first to attempt to settle the matter with the offending party. If satisfaction is not reached or if this step is not feasible, the faculty member should present the grievance in writing to the lowest appropriate level not involved in the grievance, department head or associate dean. If the faculty member is not satisfied with the matter at that level, the grievance and the attempted resolution should be presented in writing to the dean. If deemed appropriate, the dean may appoint a review committee of three faculty members with a designated chair. This committee shall have the authority to interview individuals who may have information pertaining to the grievance and to request records and materials pertaining to the grievance. In a grievance procedure, employees are obligated to provide requested information to their dean/associate dean/department head, or review committee. The committee shall forward its findings and recommendations to the convening dean who shall decide the case. The faculty member may appeal the decision of the dean to the Provost who has the authority to settle all faculty grievances.

C. ENGLISH FLUENCY POLICY

In accordance with the laws of South Carolina, The Citadel ensures the English fluency of its teaching faculty through a two-stage review process.

1. During the interview process, each applicant will make an oral presentation before a group consisting of faculty members and/or students. Should a candidate who is ultimately selected be deemed to have a language problem, the extent of this problem, the support to be provided the candidate by the College in addressing this problem, and the expectations for improvement in English fluency will all be clearly stated in the offer of employment.

2. Should the English fluency of a member of the faculty be challenged by a student, standard procedures for student academic grievances (See Section VI.H.) will be followed. Under these procedures, the student first confers directly with the faculty member involved. Where this does not result in satisfaction, the student contacts the appropriate associate dean/department head. If the matter remains unresolved, the student may state the grievance in writing to the dean who reviews the case and determines whether there are sufficient grounds to warrant an official hearing. In that case, the dean appoints a hearing board of three faculty members and a student in good standing from the same student category as the student filing the grievance. For grievances related to English fluency, the native language of one of the faculty members will not be English. This board has the authority to hear witnesses, request testimony, and study records and materials. In the case where the grievance relates to English fluency, the board will, as a group or individually, attend a lecture given by the faculty member in question, and evaluate that lecture. The board forwards its findings and recommendations to the convening dean who shall decide the case. The student or faculty member may appeal that decision to the Provost who has authority to settle all student grievances.

D. SEXUAL HARASSMENT STATEMENT

It is the policy of The Citadel that all employees should be able to work and students should be able to learn in environments free of sexual harassment. Acts of sexual harassment by faculty, staff, and/or students are prohibited and are subject to sanctions and disciplinary measures. It is also the policy of The Citadel that willful false accusations of sexual harassment shall not be condoned. Sexual Harassment policies and procedures are provided on The Citadel's website at http://www.citadel.edu/hr/orders/sex_harass.pdf.

E. OWNERSHIP OF INTELLECTUAL PROPERTY

Preamble

The Citadel has among its primary purposes teaching, research, and the expansion and dissemination of knowledge. Products of these endeavors include the development and use of intellectual property. It is the policy of the College that its faculty, staff, and students carry out their scholarly work in an open and free atmosphere that encourages publication and creation of such works without constraint but consistent with applicable laws and College policy. This policy *will be* in accord with the guidelines and criteria published in

The American Association of University Professors' "Statement of Copyright" (*Policy Documents and Reports*. Ninth Edition, 2001, or subsequent editions).

Definitions

Directed Works are defined as those specifically funded or created at the direction of the College, and which may or may not include exceptional use of College resources. They are distinguished from non-directed works, which are pedagogical, scholarly, literary, or aesthetic works resulting from non-directed effort.

Exceptional Use of College Resources is defined as the provision of resources or support by the College for the creation of a work that is of a degree or nature not routinely made available to College employees. Sabbatical leaves, faculty research grants, and faculty development grants awarded by the College upon the recommendation of the Research, Faculty Development, or Sabbaticals Committees, although competitive, are routinely available to the faculty and are therefore deemed non-exceptional unless specifically designated otherwise by agreement between the originator and the Provost.

Policy

Ownership of intellectual property will reside with the originator, whether a member of the faculty, a member of the staff, or a student, unless: (a) the property is created at the specific direction of the College; or (b) the originator has made exceptional use of College resources in creating it.

At the time when the work is directed by the College or at the time when the College makes exceptional resources available to the originator of intellectual property, the Provost and the originator will together determine ownership and will negotiate a written agreement concerning that property. These determinations will be made on a case-by-case basis.

IV. GENERAL INFORMATION

A. ADJUNCT FACULTY ORIENTATION

Each adjunct faculty member should meet with the appropriate department head before the first class meeting for an orientation to The Citadel, the department, and the course(s) he or she will teach.

At the beginning of each semester, the Associate Vice President for Academic Affairs will have a meeting with all new adjunct faculty to review academic policies and procedures.

B. COMPENSATION

Adjunct faculty members are typically paid bi-monthly, on the 15th and on the last day of each month.

C. PARKING

Vehicles parked on campus must be registered with the Citadel Department of Public Safety (located adjacent to Lesesne Gate) within five working days of the time of first entry on campus. Faculty members will be assigned to the parking lot closest to their offices, space permitting. Parking decals issued by the Department of Public Safety must be displayed on the vehicle whenever it is parked in a campus lot.

D. KEYS

See the school/department secretary to obtain office and building keys.

E. MAIL

The secretary of each academic school/department is responsible for distributing mail to all members of the school/department.

F. ID CARDS

Presentation of a Citadel ID card will allow adjunct faculty to check books from the Library and make full use of campus facilities. Citadel ID cards may be obtained from the Office of the Associate Dean of the College of Graduate and Professional Studies in Bond Hall, Room 151.

G. USE OF FACILITIES

Adjunct faculty and members of their immediate families are authorized to use Citadel facilities, including campus athletic facilities, The Citadel Beach Club on the Isle of Palms, and Daniel Library. Adjunct faculty may purchase tickets to athletic events at the faculty rate and are invited to attend all special events such as Fine Arts performances, Greater Issues addresses, and school/departmental lecture series.

H. DRESS AND GROOMING

Adjunct faculty are not required to wear a uniform. Those entitled to wear a uniform by virtue of retirement from military service or by current reserve service may do so if they choose when teaching cadet classes. Faculty do not wear the uniform when teaching in the College of Graduate and Professional Studies or in Maymester or Summer School. Faculty who are not in uniform are expected to wear business attire when conducting their classes.

I. CAMPUS DINING

Coffee, bottled juices, and doughnuts are available in the Faculty House, across from Lesesne Gate at the corner of Moultrie Street and Elmwood Avenue, on weekday mornings from 9:00-11:00. Lunch (hot buffet, salad and sandwich bar) is served from 11:00-1:30 each weekday that school is in session.

Munnerlyn Snack Bar, adjacent to Mark Clark Hall, serves hot and cold food (hamburgers, hotdogs, chicken, pizza, deli sandwiches, hot buffet) 7:00-7:00, Monday through Friday; 10:00-7:00 on Saturday; and 1:00-7:00 on Sunday.

In addition, vending machines are available in most academic buildings.

J. SMOKING

All campus buildings are smoke free.

K. CANCELLATION OF CLASSES DUE TO INCLEMENT WEATHER

In the event of extreme inclement weather, classes may be cancelled by the President or the President's designee. The decision will be broadcast on local radio and television stations.

V. FACULTY RESPONSIBILITIES

A. FACULTY ATTENDANCE

Faculty are expected to begin and end class on time. If the instructor has not arrived in class ten minutes after the time the class is scheduled to begin, a student is expected to report the absence to the associate dean/department head or the department secretary. Students are not authorized to leave the classroom until properly dismissed by the instructor, the department head/associate dean, or dean.

A faculty member who becomes ill or has a family emergency and cannot hold class should notify the associate dean/department head or department secretary as soon as possible so other arrangements can be made for the class.

B. COURSE SYLLABI

At the beginning of each course, the instructor will provide for each student a course syllabus which contains among other information a reasonably detailed description of the material the course will cover, the academic goals which have been set, the prerequisite experiences which are needed in order for the student to be prepared to take full advantage of what is planned for the course, grading methods, relative weights of each type of assignment (homework, examinations, papers, etc.), and any restrictions to be imposed on giving or receiving assistance or working in groups.

C. OFFICE HOURS

It is extremely important that students have ready access to their instructors and that they be encouraged to take full advantage of this opportunity. Each instructor should, therefore, establish and publish specific office hours during which students can feel free to visit and seek assistance. The heavy concentration of morning classes and regularly scheduled cadet activities

(drill, parade, required formations, etc.) should influence the selection of these hours. Each instructor should also be available by appointment when regular office hours cannot meet the students' needs for assistance. For instructors teaching in graduate and evening programs, office hours must suit the schedules of the students in each individual class and may involve evening and weekend periods.

D. ATTENDANCE REPORTS FOR CADET CLASSES

1. Concept

Responsible class attendance is a basic ingredient in The Citadel's pursuit of academic excellence. Students may, however, need to miss class for such legitimate reasons as guard, athletic trips, sickness, emergencies, etc. When a student must miss a scheduled test for an authorized reason, he must confer with the instructor at the first available opportunity, normally prior to the absence, to plan for appropriate rescheduling. Guard is not a legitimate reason for missing a scheduled test or a laboratory or for failing to submit a paper or project when due.

Because the consequence of missing a class without permission is so severe, all instructors are expected and urged to report all class absences for cadets.

2. Procedure for Recording Class Absence

- a. At the beginning of the semester, the instructor should explain the absence policy to each class.
- b. Students whose names do not appear on the official class rolls (class absence reports) must not be admitted to class. These students must be sent immediately to the Registrar's Office.
- c. Attendance must be checked at each class meeting, and the instructor should keep his or her own permanent attendance record.

3. Preparation of Weekly Absence Reports

- a. Each week the instructor is expected to prepare a Weekly Absence Report for each course taught. A student who does not attend class, for whatever reason, authorized or unauthorized, should be marked "A" (Absent). The computerized Special Order System (SOS) will identify those students who have authorized absences. A student who is late with no acceptable excuse should be marked "L" (Late). **NO MARKS OTHER THAN "A" AND "L" SHOULD BE PUT ON THE REPORTS.**
- b. If there are no absences, no report need be submitted.

c. Faculty are asked to adhere to the College's published class schedule for class dismissal times. This is a professional courtesy and reinforces students' compliance with class attendance policies.

4. Submission of Weekly Absence Reports

All Weekly Absence Reports should be submitted to a central point as designated by the school/department secretary. These reports should be submitted immediately after the last class meeting of the week for each section. School/department secretaries should not depend on campus mail to get the reports in at the required time. A minimum number of reports can be received on the following Monday if they can be processed by 1100. REPORTS RECEIVED AFTER MONDAY 1100 CANNOT BE PROCESSED.

5. Academic Consequences of Missed Classes

a. Whenever, in the opinion of the instructor, excessive absences jeopardize a student's chances for successful completion of a course, the instructor may report the student in writing to Registrar for action. Should a student miss for any reason more than 20% of the meetings of a particular course, college policy requires that the instructor consider awarding the grade of "F" for excessive absences. This grade should be awarded unless the instructor is convinced that there are extenuating circumstances and that even having missed so many classes, the student has a reasonable opportunity to complete the course successfully. To award the grade of "F" for excessive absences, the instructor should notify the student in writing and send a memorandum to the Registrar giving the student's name and ID number along with the course number and name.

b. Instructors are reminded that regardless of any help they may receive in recording class absences, they are responsible for both the accuracy and timely submission of Weekly Absence Reports.

E. FINAL EXAMINATIONS

Comprehensive examinations are required at the end of each semester. Should the instructor believe that another procedure is more appropriate for a particular course, he or she will obtain written approval from the dean/department head.

It is recommended that in the determination of the final grade faculty not give the final examination a relative weight greater than one-third.

The final examination schedule is available on The Citadel's website at <http://www.citadel.edu/registrar/registrar.html>.

Guidelines for Giving Final Examinations:

1. Faculty are expected to give final examinations at the assigned time. No examinations are to be given prior to the beginning of the established exam period. (Laboratory, ROTC, and RPED courses are excluded from this rule.) No examinations are to be given on Reading Day, during Reading Periods, on a Sunday, or during an Evening Study Period.
2. If a faculty member has more than one section of the same course, students may, with the permission of the faculty member and providing that there is no conflict, take the final examination with another section.
3. Should the meeting time of a particular course section overlap two time periods, the instructor may select the period in which to give the examination.
4. Since no scheduling conflicts are possible, make-up examinations should not be necessary. Any examination which is missed due to an emergency should be rescheduled after the regularly scheduled examination period but not during a Reading Period, during ESP, or on a Sunday. If rescheduling is not possible prior to the deadline for submission of final grades, the instructor should award the student the grade of "I." Conflicts resulting from a student's travel arrangements do not constitute an emergency and do not justify a make-up examination.
5. Any exception to these policies must be requested in writing by the student and concurred in by the instructor and the appropriate dean/department head.

F. GRADING POLICIES

While the following information is available in the catalogues of the College, it is provided here to assist the faculty in carrying out the responsibilities of evaluating the work of their students and advising students on matters of academic policy.

1. The following grades are used to report the standing of an undergraduate student upon the completion of each course:
 - a. "A" represents superior attainment on the part of the student.
 - b. "B" represents work that is clearly above the average, but not superior.
 - c. "C" represents average attainment of the basic standards set for the course.
 - d. "D" represents minimum attainment of the basic standards set for the course.
 - e. "F" represents failure.

2. For graduate courses, the following grades are used:
 - a. "A" represents superior attainment on the part of the student.
 - b. "B+" represents work that is significantly above average, but not superior.
 - c. "B" represents work that is clearly above the average, but not superior.
 - d. "C+" represents work minimally above average.
 - e. "C" represents average attainment of the basic standards set for the course.
 - f. "F" represents failure.

3. The following grades are also used:
 - a. For undergraduate courses, "W" represents withdrawal from a course prior to the Friday following the end of the midterm grading period. Beyond that point, the grade of "F" will be assigned to the student who fails to complete the course or completes it unsuccessfully. In rare cases, a "W" may be awarded after the established deadline to withdraw from a course. Such an action is taken only upon the recommendation of the instructor and requires the concurrence of the associate dean/department head and the Associate Vice President for Academic Affairs. Supporting evidence is the responsibility of the student and must be submitted in writing.
 - b. For graduate courses, a "W" represents withdrawal from a course prior to the last two weeks of class.
 - c. The notation of "I" (for incomplete) is used in those rare instances when course requirements have been very nearly met, but for authorized reasons (illness, injuries, family emergency, etc.) cannot be completed by the end of the current semester. To be eligible for an "I," a student's work must be satisfactory at the time he/she is forced to terminate participation in the course. Unsatisfactory work in a course should result in the failing grade of "F."

The grade of "I" is to be used only for courses for which completion in one semester is an enforced expectation. For theses, internships, and other work whose duration is not necessarily confined to a single term, the appropriate grade is "IP" (In Progress).

For undergraduate day courses, the student must complete the course within the first 30 school days of the following semester, or the "I" will be

changed to an "F." An extension of time may be authorized by the Associate Vice President for Academic Affairs upon the written recommendation of the instructor. The instructor's recommendation will include:

- (1) the current grade of the student in question;
- (2) the authorized reasons for the student's inability to complete course requirements;
- (3) additional work which must be completed and any extenuating circumstances that might warrant an extension of the period for completing course requirements;
- (4) level of performance on the additional work which will be necessary for the student to complete the course with the indicated grade.

The removal of the incomplete is the responsibility of the student, but the appropriate awarding of the "I" grade is the responsibility of the instructor.

For undergraduate and graduate courses of the College of Graduate and Professional Studies, incomplete "I" grades must be made up during the term following the recording of the grade. A grade of "I" received in the fall term must be made up by the end of the following spring term. A grade of "I" received in the spring must be made up by the end of the following fall term. A grade of "I" received in either summer term I or II must be made up by the end of the following fall term. An extension of time not to exceed one additional term may be authorized for extenuating circumstances by the Associate Vice President for Academic Affairs. Grades not made up within the authorized time limit will convert to a grade of "F" and such courses will be included in the calculation of the GPR.

The spirit of this policy is one of commitment. Beyond an established point in a course, the student is committed to complete requirements, and the instructor is committed to assist him in his efforts. Neither party can afford to fall so far behind that meeting this commitment becomes burdensome.

A student may not officially enroll in a course in which he or she currently has an "I."

d. The grade of "IP," for In Progress, is intended for courses, such as research projects, that may extend beyond one semester. It is expected that grades of "IP" will be removed within two semesters, or they will revert to "F."

4. Pass-Fail Option

Juniors and seniors with a cumulative grade point ratio of 2.0 or higher may take courses on a pass-fail option, but not more than one each term or a total of four for graduation credit. A student may not take the pass-fail option on any course which is required in his major. The student may not change his decision to take the course on the pass-fail basis or for a letter grade after the first two weeks of the term. Courses elected on the pass-fail option meet hour requirements for graduation but do not affect the student's GPR.

Instructors report grades as usual, "A" through "F." The Registrar's Office translates these grades as follows:

- a. a grade of "A" through "C" as "S" (satisfactory, pass --for credit);
- b. a grade of "D" or "F" as "U" (unsatisfactory, fail-- no credit).

5. Grading Practices

The faculty has final responsibility and authority for the grading process and for assigning grades. The following practices are observed:

- a. Only letter grades are authorized; no numerical symbol, bracket, or percentage is fixed or assigned the equivalent of any grade.
- b. Instructors are expected to keep such records of each student's progress as in their judgment will enable the determination of the grade in accordance with the definitions above.
- c. Every effort will be made to obtain consistent grading procedures within each school/department. This implies school/departmental supervision and consultation among instructors; however, instructors will not obtain uniformity of grading by an arbitrary distribution of grades according to some formula or curve.
- d. Each student in an undergraduate course will be given a grade at mid-semester. Though mid-semester examinations are not required, the instructor must ensure that sufficient work (tests, papers, laboratory exercises, etc.) has been evaluated on which to base a formal midterm grade. Grades that accurately reflect a student's performance in the first half of the course are especially important since after mid-semester the student will not normally be permitted to withdraw without receiving a final grade in the course. It is a basic expectation that the final grade in a course will fairly and accurately reflect student performance.

e. It is expected that grade changes will be necessary only rarely. Any change of grade deemed necessary by a faculty member must be made within 30 days after the beginning of the next semester following the recording of the grade. The summer session will not be considered a semester in this case. After grades in a course have been submitted by the faculty member, every request for a change of grade must be justified by the faculty member and approved by the associate dean/department head involved and the Associate Vice President for Academic Affairs. A grade will not be changed for reasons of compassion or because the student has completed additional work. Instructor error is the only permissible justification for the changing of a grade.

f. A student may drop a course at any time during the registration period without penalty, and no record will appear on the transcript. After the registration period and prior to one week after the mid-semester grades have been recorded, a course may be dropped with the notation of "W" which will appear on the transcript.

G. RECORDKEEPING

Each instructor must provide a copy of the course syllabus and the final examination to the department/school secretary for the files.

At the end of the term, when final grades are submitted to the Registrar, adjunct faculty must submit to the associate dean/department head copies of all records used in arriving at each student's final grade and any work that must be completed is the grade of "I" is deemed appropriate.

H. CLASSROOM EMERGENCY

Should a medical emergency arise in the classroom, stay in the room and send a student to call Public Safety for help.

I. CONFIDENTIALITY OF STUDENT RECORDS

The Citadel complies with the Family Educational Rights and Privacy Act (FERPA), which affords students certain rights with respect to their education records. These rights include the following: the right to inspect and review their records; the right to request an amendment of their record if they believe it is inaccurate or misleading; the right to consent to disclosures of personally identifiable information contained in their education records, except to the extent that FERPA authorizes disclosure without consent (outlined in the Annual Notification of Student Rights under FERPA); and the right to file a complaint with the U.S. Department of Education concerning alleged failures by The Citadel to comply with the requirements of FERPA.

The Citadel will not permit access to or disclosure of any information from a student's educational record to anyone outside the institution without the written consent of

the student, except in compliance with the provisions of federal and South Carolina state laws and regulations. Parents of students who qualify as dependents, as defined in Internal Revenue Service (IRS) standards, may receive certain information from their student's records. The parent must first verify the tax status information, and the student must agree to the release of information to the parent.

Within The Citadel community, only those members individually or collectively acting in the "legitimate educational interest" of the student are permitted access to information from student educational records. These members include The Citadel's Board of Visitors, the faculty, and selected personnel in the following offices: the President, Provost, Associate Vice President for Academic Affairs, Deans, Registrar, Vice President for Finance and Business Affairs, Vice President for Communication, Director of Athletics, and Commandant of Cadets. Persons with a legitimate educational interest are those who have an official need to review a student's record in order to fulfill their assigned professional responsibilities at The Citadel.

The Citadel has designated the following items as "Directory Information": a student's name, electronic mail address, local and permanent addresses, telephone numbers, date and place of birth, class schedule, ROTC affiliation, cadet rank and cadet organization, semesters of attendance, anticipated date of graduation, photograph, enrollment status (full or part-time), date of admission, date of graduation, citizenship, residency, major and minor fields of study, whether or not currently enrolled, classification (freshman, etc.), type of degree being pursued, degrees, honors and awards received (including Dean's List and Gold Star status, scholarships, and fellowships), weight and height of members of athletic teams and whether the student has participated in officially recognized activities and sports sponsored by The Citadel. Citadel officials may disclose any of these items without prior written consent unless the student has submitted a written request to the Office of the Registrar not to release directory information pertaining to him or her.

The Citadel reserves the right to deny a student the right to inspect the following records: parents' financial records; confidential letters of recommendation requested by the student for which the student has waived access (students may request the names of those who have submitted confidential recommendations); and documents revealing non-directory information about other students (such as class rolls).

The Citadel is required by federal and South Carolina laws and regulations to protect the privacy of the Protected Health Information (PHI) of students and his/her medical treatment records. PHI includes information that identifies the student and relates to a student's past, present, or future physical or mental health information. As a matter of policy, no information related to the medical treatment or condition of a student will be released to a third party without the written consent of the student.

The Citadel will, as a matter of policy, disclose to the alleged victim of any crime of violence the results of any student disciplinary hearing or faculty/staff disciplinary hearing conducted against the alleged perpetrator of such a crime. Both the accuser and the accused shall be informed of the outcome based on an alleged sex offense. This policy is in

compliance with the provisions of the “Student’s Right to Know and Campus Security Act of 1990” and amendments to FERPA.

The Citadel may also disclose to the parent of any cadet under the age of 21, with or without the student’s consent, any violation by the student of Citadel policy or local, state or federal law concerning the use of alcohol or drugs. This disclosure may be to parents “without regard to whether or not the student is a dependent under IRS Tax rules.” The decision on whether or not to notify the parent will belong to the Commandant of Cadets.

Students at The Citadel must adhere to the following procedures to exercise their rights under FERPA:

1. The student should submit a written request to the Registrar, dean, head of the academic department, or other appropriate official who is the custodian of the record that they wish to review and inspect. The Citadel official will make arrangements for access within 45 days after receiving the request and notify the student of the time and place the records may be inspected. If the official, to whom the request is submitted does not maintain the records, that official shall advise the student of the person to whom the request should be addressed.
2. Students may ask The Citadel to amend a record that they believe is inaccurate or misleading. They should write to The Citadel custodian for the record, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading. If the official decides not to amend the record as requested by the student, the official will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. The student will receive additional information on this process when he or she is notified of the right to a hearing.
3. Students who object to the release of their directory information must submit that request in writing to the Registrar. Requests will be processed within 24 hours of receipt.
4. Students may file a complaint with the U.S. Department of Education concerning alleged failures by The Citadel to comply with FERPA. The name and address of the office that administers FERPA is:

Family Policy Compliance Office
U.S. Department of Education
600 Independence Avenue, SW
Washington, DC 20202-4605

Anyone who has questions concerning this policy or The Citadel’s procedures concerning the release of educational information under FERPA or South Carolina state laws or regulations should contact The Citadel’s Privacy Officer. Information on contacting the Privacy Officer will be provided in the Annual Notification to Students and on The Citadel’s web site.

Students who have complaints concerning their privacy rights are also encouraged to visit or contact The Citadel's Privacy Officer. (<http://www.citadel.edu/corps/ferpa.html>)

VI. STUDENTS

A. STUDENT BODIES

The student bodies consist of: the South Carolina Corps of Cadets; Active Duty Students who have been accepted into the formal commissioning program of their respective Service, have been assigned to an ROTC Detachment at The Citadel, and have been admitted to full-time undergraduate degree study in The Citadel's Day Program; former cadets who have applied for and been officially approved for Day Student status; and undergraduate and graduate students in the College of Graduate and Professional Studies. Only Active Duty Students and Day Students may enroll in classes with the Corps of Cadets. Cadets may not enroll in evening classes during the fall or spring semester.

B. HONOR CODE FOR CADETS

An Honor System as designed by the Corps of Cadets and approved by the President is in effect for members of the Corps of Cadets. This system is presented in the cadet *Honor Manual*. The Cadet Honor Code is an important aspect of the cadet lifestyle, and The Citadel's faculty is expected to respect and support that code. At the same time, instructors neither lose nor relinquish their professional responsibility to evaluate and grade the work of the students in their classes. The two responsibilities are most likely to intersect in cases of suspected plagiarism. For this reason, each instructor is expected to explain plagiarism to his or her students and also to indicate the consequences should plagiarism be discovered. These consequences may include lowering the grade of the assignment, awarding the assignment an "F," or perhaps even awarding the grade of "F" in the course. These actions are not punishments for the act of plagiarism, but consequences of poor or inappropriate work. Before any such action is taken, the matter should be discussed with the associate dean/department head.

In addition, instructors, if they believe that the cadet has deliberately plagiarized, or has lied about it, or has otherwise cheated, are expected to present the matter to the faculty advisor of the Honor Committee so that the Cadet Honor Committee can determine whether or not the actions of the cadet warrant an honor trial. Ultimately, the decision of the Honor Court in matters of plagiarism does not alter or affect the instructor's decision about grading as long as that grading relates to the quality of the student's work and is clearly not punitive.

C. ACADEMIC INTEGRITY POLICY AND PROCEDURES FOR NON-CADETS

The following academic integrity policy is in effect for non-cadet students for fall and spring semester and all students including cadets in Maymester and summer school.

Absolute integrity is expected of every Citadel student in all academic undertakings. Academic integrity is grounded on the concept of honesty with respect to the intellectual efforts of oneself and others. A student's submission of work for academic credit indicates that the work is the student's own. Students are responsible for knowing what constitutes violations of the Academic Integrity Policy. Examples of violations of the Academic Integrity policy include, but are not limited to the following:

- plagiarizing or representing the words, ideas, or information of another person as one's own without documentation;
- Giving or receiving prior to an examination any unauthorized information concerning the content of that examination;
- Using, without authorization of the instructor, notes, books, prompts, or other materials, or receiving verbal assistance to aid in answering questions on an examination;
- Giving or receiving substantive aid during the course of an examination;
- Asking or permitting another person to take a test or engage in other academic work; or taking a test or engaging in academic work for another, whether voluntarily or for hire, in conjunction with class work or for admissions purposes;
- Violating personal property rights (for example, stealing or attempting to steal tests, keys, or grade books);
- Fabricating data in support of laboratory or field work;
- Engaging in other acts of academic misconduct.

While academic integrity is a shared responsibility, it is incumbent upon the student to abide by the academic integrity requirements. It is the responsibility of the faculty member to inform the student of any atypical academic integrity requirements.

1. When a faculty member suspects or has been informed that a student may have violated the Academic Integrity Policy, the faculty member should inform the student in writing within ten working days of discovery. Some situations may require more time; however in no case should this written notification be delayed by more than one month. Written notification should include the allegation and a suggested time, place and date for a meeting of the student, the professor, and Department Head or Associate Dean of the school in which the alleged violation took place. If the faculty member making the allegation is the Department Head or Associate Dean of the school in which the alleged violation took place, the meeting should include the student, the faculty member, and Dean of that school.

2. After this meeting, if the faculty member decides that no violation occurred, the matter will be dropped. If the faculty member decides that a violation has occurred but that only a grade penalty is warranted, the student may be assigned an "F" for the work in question, or, in more serious cases, an "F" in the course. If it is determined that a more serious penalty is warranted, or if the student does not accept the grade penalty offered, the accusation will be remanded to the Dean of the school in which the alleged violation occurred. If that Dean participated in the meeting with the faculty member and the students, the matter is referred to the Associate Vice President for Academic Affairs.

3. Upon receiving the allegation, the Dean of the school where the alleged violation occurred or the Associate Vice President for Academic Affairs will appoint a three member hearing board comprised of two faculty members from outside the program of the accused student and a currently enrolled CGPS student of the same student classification, but outside the program of the accused student. The hearing will be convened within two weeks from the date the hearing board receives the case. If circumstances preclude meeting this deadline, the accused will be so informed in writing. A minimum of seven days notice will be provided the student prior to the hearing. The accused student may be represented by another student or member of the faculty in the hearing. The student and/or the student's representative may cross-examine all witnesses and the accuser. Legal counsel may be present at the hearing; however, counsel may not take part in the proceedings. If the student plans to have legal counsel present, he or she should inform the Dean of the school in which the alleged violation occurred or the Associate Vice President for Academic Affairs at least five days prior to the hearing. A tape recording of the hearing, which will be closed, will be made. Upon conclusion of the hearing, the hearing board will vote and report its findings and recommendation to the Dean of the school in which the alleged violation occurred or the Associate Vice President for Academic Affairs.

4. Upon reviewing the recommendation, the Dean of the school where the alleged violation occurred or the Associate Vice President for Academic Affairs will either exonerate the student; impose a sanction less than suspension, dismissal or expulsion; or recommend a sanction of suspension, dismissal, or expulsion to the Provost/Dean of the College. If the sanction is not suspension, dismissal, or expulsion, the student may appeal this sanction to the Provost/Dean of the College who makes the final decision. If the sanction is for suspension, dismissal, or expulsion, the Provost/Dean of the College will review the case and the process that has been followed and make the decision on removal of the student from The Citadel for a violation of academic integrity. The student may appeal that decision to the President.

D. APPEALS OF VIOLATIONS OF ACADEMIC INTEGRITY

Students who have been found guilty of a violation of academic integrity where the punishment is suspension, dismissal, or expulsion shall be entitled to petition an Academic Integrity Board of Review to hear an appeal provided the petition is submitted to the Office

of the President within five working days after receiving notice of the findings of the Provost, and provided the petition states the grounds on which the appeal is based. An Academic Integrity Board of Review is established by the President. An Academic Integrity Board of Review will consist of a dean, who serves as chair; a department head; a senior member of the faculty; and a non-voting recorder. Once established, an Academic Integrity Board of Review will be furnished the record of the original proceedings and will evaluate the petition of appeal to determine if any of these grounds have been met:

- new evidence has been found since the individual was found guilty;
- the individual's rights were not protected;
- there was a procedural error during the trial.

If after considering the petition of appeal, the Academic Integrity Board of Review determines that the request for appeal sets forth reasonable grounds for appeal and agrees to hear the appeal, the accused student and counsel will be present during the formal portion of the hearing, which will be taped. Oral arguments from the student or counsel will be heard and will normally be limited to 30 minutes each. In addition, the accused or counsel will have the opportunity to question any witnesses called by the Academic Integrity Board of Review. The formal appeal hearing will be taped, and the tape will become part of the record of the Academic Integrity Board of Review. The findings of the Academic Integrity Board of Review will be transmitted to the President in the form of sealed, confidential written recommendations, with appropriate justifications.

E. STUDENT GRIEVANCES

Students who feel that they have an academic grievance are directed first to confer with the instructor or other individual(s) involved. Where this does not result in satisfaction or if this step is not feasible, the student should present the grievance in writing to the lowest appropriate level not involved in the grievance, department head or associate dean.

If the matter remains unresolved, the student may present the grievance and the attempted solution in writing to the appropriate dean. If deemed appropriate, the dean may appoint a review committee consisting of three faculty members, with one designated as chair and a student in good standing from the same student category as the appellant. This committee shall have the authority to interview individuals who may have information pertaining to the grievance and to request records and materials pertaining to the grievance. In a grievance procedure, all employees and students are obligated to provide requested information to the dean/associate dean/department head, or review committee. The committee shall forward its findings and recommendations to the convening dean who shall decide the case. The student may appeal that decision to the Provost who has the authority to settle all student grievances.

F. STUDENTS WITH DISABILITIES

The Office of Student Access Services, Instruction, and Support (OASIS) is charged to ensure that all students have an equal opportunity to succeed academically. The Citadel is in full compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 regarding students with disabilities. Students eligible for accommodations are those who meet the academic and other established standards for admission to The Citadel and who have a physical or mental impairment which substantially limits one or more major life functions.

OASIS is open to any Citadel student with a special learning problem or who appears to have a special learning problem regardless of the status of the student—cadet or non-cadet, undergraduate or graduate.

VII. COLLEGE GOVERNANCE

A. ACADEMIC BOARD

The Academic Board consists of the President, Provost/Dean of the College, the Associate Vice President for Academic Affairs (who serves as secretary), Deans of Schools, the heads of academic departments and ROTC detachments, and the Director of Library Services. In the absence of the President, the Academic Board is chaired by the Provost/Dean of the College. The Academic Board rules on all matters concerning the academic programs of the College. Recommendations are made to the Board of Visitors concerning such matters as the establishment of new schools/departments or majors. The Registrar, the Associate Dean of the College of Graduate and Professional Studies, and the Chair of the Faculty Council are ex-officio, non-voting members.

B. GRADUATE COUNCIL

The Graduate Council is chaired by the Provost/Designee of the Provost and consists of Provost/Dean of the College, the designated representative from each school/department offering a graduate program (schools/departments with more than 150 students over a three-year period have one additional representative), and the Director of Library Services. The Graduate Council assumes responsibilities in the area of graduate academic programs. The Registrar and the Chair of Faculty Council are ex-officio, non-voting members. The Associate Dean of the College of Graduate and Professional Studies serves as non-voting secretary.

C. FACULTY COUNCIL

The first meeting of the Council was held on 24 September 1968. Since it was founded in 1968, the Faculty Council has served as a channel of communication between the faculty and the administration and as the representative body of the faculty in the consideration of institutional issues and policies. The Chair of the Faculty Council serves as an ex-officio, non-voting member of the Academic Board and the Graduate Council. Because of the responsibilities of this position, the teaching load of the Chair of the Faculty Council is reduced

by one course each semester. The Faculty Council consists of elected representatives of the schools/departments of the College, to include two representatives from each school/department having twelve or more faculty members; one representative from each school/department having eleven or fewer faculty members; and one representative from each of the Departments of Aerospace Studies, Military Science, Naval Science, and the Library.

VIII. ADJUNCT FACULTY EVALUATION

A. PEER EVALUATION

Deans or department heads are expected to evaluate the performance of adjunct faculty each semester. The dean or department head will review course syllabi, tests, and other assignments as well as the results of student evaluations of instruction. The dean or department head may also visit the adjunct faculty member's class(es).

B. STUDENT EVALUATION

Through the Student Evaluation of Teaching instrument, the Faculty Council has specified response items to be administered in every course (undergraduate, graduate, or professional development) taught for academic credit by the College. Exceptions will be made only for independent studies, research projects, and internships, which do not lend themselves to the normal classroom environment. The Academic Board and Faculty Council will periodically review the evaluation instrument for reliability, validity, and bias, as well as the formal policies and procedures regarding the most appropriate role of student evaluation of teaching. Recommendations will be forwarded to the Provost/Dean of the College.

IX. SUPPORT SERVICES AND RESOURCES

A. LIBRARY

The Daniel Library participates in the teaching, research, and public service programs of The Citadel by providing scholarly information; by the acquisition, organization, management, preservation, and arrangement of collections for access and use; by provision of supportive reference and instruction services; and by a variety of cooperative and reciprocal programs in the local area, the region and the state.

As a collaborator in the process of teaching, research, and public service, the Library provides leadership in the use of information both on The Citadel campus and in the Charleston Academic Library Consortium (CALC), the local consortium of area libraries. The Library's faculty and staff play an important role in improving the delivery, management, and use of information.

The Daniel Library is a place where information resources are physically and electronically available. However, through electronic networking the goal is to deliver information to users at the place and moment of need while continuing to deliver and support more traditional modes of scholarly communication.

The Library has eight major areas in which it delivers services and expects concrete, measurable results.

- The provision of scholarly information through circulation and inter-library loan;
- The acquisition, organization, and management of scholarly collections;
- The provision of instruction and reference services both to groups and one-on-one;
- The organization of networked systems;
- Public service through the Library Friends and the Museum;
- Participation as faculty in the scholarly process;
- The creation of a comfortable, usable place for study and research;
- The acquisition and use of archival materials relating to The Citadel.

Daniel Library

Director: LTC Angie LeClercq 3-1267

B. INFORMATION TECHNOLOGY SERVICES

Information Technology Services, or ITS, is responsible for providing most computing and computer networking services at The Citadel. This operation supports both academic and administrative computing, and the services provided, which include a variety of training classes and workshops, are available to all students, faculty, and staff at no charge.

Almost all of the PCs installed in open labs and faculty offices have been purchased with the support of The Citadel Foundation. Information on Information Technology Services is available on The Citadel's website at <http://www.citadel.edu/computing/>.

Bond Hall, Room 251

Director: Dr. Rod Welch 3-2232

Help Desk 3-4357

Multimedia Services 3-2134

C. FACULTY ADVISOR

Each student is assigned a faculty advisor in his or her major department. The faculty advisor is responsible for providing counsel on course selection, monitoring the student's progress toward meeting degree requirements, and offering advice on further education and career options.

D. CADET ACADEMIC OFFICERS

Each cadet company has an academic officer, a senior cadet chosen on the basis of academic performance and leadership skills, who is charged with maintaining an environment conducive to study during Evening Study Period, directing cadets to appropriate support services, and assisting cadets to locate tutors. At the beginning of each academic

year, the Office of the Provost publishes a list of cadet academic officers, with telephone numbers and e-mail addresses.

E. COMPANY ACADEMIC ADVISORS

Each cadet company is assigned a specially chosen member of the faculty or staff whose responsibility is the academic well-being of all cadets in the company. The company academic advisor works closely with the tactical officer and the cadet academic officer to ensure that academic and military requirements are compatible and that cadets take advantage of academic support services available to them. At the beginning of each academic year, the Office of the Provost publishes a list of company academic advisors.

F. CENTER FOR ACADEMIC ENRICHMENT

The Center for Academic Enrichment, located on the first floor of Thompson Hall, provides learning strategies programs, tutorial services in writing, reading, and all content areas; assistance with English as a second language; and services for learning disabled students. The Center also includes the Office of Multicultural Student Services.

1. Tutorials

Well-qualified, trained professional tutors and graduate and undergraduate students are available in the Office of Access Services, Instruction, and Support (OASIS) to provide individual and small-group tutorials in reading and all academic disciplines.

105 Thompson Hall

Director: LTC Barbara Zaremba 3-1820 or 3-7385

2. Writing Services

Well-qualified, trained professional tutors and graduate and undergraduate students in the Center for Academic Enrichment provide consultations on writing in all content areas; assistance with English as a second language; assistance with resumes and job search correspondence; and workshops on grammar, punctuation, and composition.

128 Thompson Hall

Director: MAJ Chris Fudge 3-5305

3. Learning Strategies/Study Skills

Individual consultations and group workshops are available on topics such as time management, note taking, stress management, motivation, and critical thinking.

128 Thompson Hall

Director: MAJ Chris Fudge 3-5305

4. Services for Learning Disabled Students

Through the Office of Access Services, Instruction, and Support (OASIS), the Citadel offers support services to students with learning disabilities. The goal is to assist students in becoming efficient and independent learners. The office provides individualized help in accommodations and academic coaching.

107 Thompson Hall

Director: LTC Barbara Zaremba 3-1820

5. Multicultural Student Services

The Office of Multicultural Student Services offers programming and services for minority students, assists in maintaining an appreciation for cultural diversity on campus, and coordinates the College's Access and Equity program. Resource materials are available for use by cadet companies, classroom instructors, and clubs and organizations.

135 Thompson Hall

Director: MAJ Robert Pickering 3-5096

G. ESL CLASSES

Foreign students whose English language facility is judged to be less than adequate will be enrolled in a special, two-semester version of English 101 which is taught on a pass/fail basis. Satisfactory completion of this course is a prerequisite for English 102.

Capers 126A

COL Jim Leonard, Head, Department of English 3-5068

H. COUNSELING CENTER

The Citadel Counseling Center offers confidential short-term counseling services to currently-enrolled Citadel students. Students are able to discuss personal, educational, or career related concerns with a mental health professional in an informal setting.

203 Richardson Avenue

Director: LTC Suzanne Bufano 3-6799

I. OMBUDSPERSON

The Ombudsperson is available for informal and confidential discussion of any problem or issue to include discrimination, harassment, mistreatment, fourth-class violations, and/or hazing. The Ombudsperson may be contacted 24 hours a day, 7 days a week.

Deas Hall, Room 207

LTC John Carter 3-7953 or 3-5060; cell phone: 367-8340;
e-mail: ombud@citadel.edu

Thompson Hall, Room 135
MAJ Robert Pickering

3-5096; cell phone: 843-437-9645;
e-mail: ombud@citadel.edu

J. PASTORAL COUNSELING

The Chaplain to the Corps of Cadets and the pastors of the Catholic and Episcopal parishes on campus are available to provide confidential counseling to students. Additional denominational campus ministers are on call through the Chaplain's Office.

Summerall Chapel

Chaplain (COL) David O. Golden, USA, Ret. 3-5049

K. FINANCIAL AID AND SCHOLARSHIPS

The staff of the Office of Financial Aid and Scholarships has information on the full-range of scholarships and financial aid packages available to Citadel students and assists students in filing applications.

139 Bond Hall

Director: LTC Hank Fuller 3-5185

L. CAREER SERVICES

Career planning and employment search services are provided to students and alumni. These services include advice about the construction and use of academic/professional portfolios, interviewing skills, and resume preparation. Prospective graduates may interview with recruiters visiting the office and may receive help in targeting firms throughout the United States.

Stoney House – 573 Huger Street

Associate Director: Mr. Brent Stewart 3-1617

M. SUPPLIES AND EQUIPMENT

The department secretary is responsible for supplying faculty with necessary materials and supplies and helping them to secure audiovisual equipment.

N. PHOTOCOPYING AND PRINTING

The department secretary can help adjunct faculty reproduce materials for their classes. If faculty wish to create a course pack for their students, materials can be sent to the Citadel Print Shop to be quick copied and bound. Students may then purchase the course pack through the Cadet Store at a price to be determined by the Director of the Cadet Store in consultation with the Director of the Print Shop.

O. DESK COPIES OF TEXTBOOKS

The department secretary can help adjunct faculty obtain desk copies of textbooks assigned to students.