Call to Order
Chair Porter called the meeting to order at 11am.

Approval of Minutes from 12-12-17
After a motion was made and seconded to approve the minutes from January 16, 2018 meeting, the minutes were adopted by voice vote.

Announcements
Tenure and promotion standards for the Swain Department of Nursing were circulated to Senate members but the department will need more time to finalize them through the FTPC. Senators should be prepared to discuss this topic and vote on it at the next Senate meeting to be held on March 20, 2018, at 11:00AM in Grimsley Hall, Room 112.
Update from Tenure and Promotion Committee

Elizabeth Connor

Proposed revisions to the charter of the Faculty Tenure & Promotion Committee were discussed. In addition to minor edits to include the new Senate governance structure, there was a proposal to revert to having the FTPC operate on an academic year basis (August to May) rather than a calendar year basis (January through December). The primary reason for using the academic year basis is that the FTPC begins to review tenure and promotion recommendations in the Fall semester and actually votes on the recommendations in the Spring semester, so having members change in the middle of the process is not conducive to effective operations. The committee staffing would have to be coordinated with the Senate Organizing Committee of the Faculty Senate, which is the group that makes committee assignments. Another member noted that there are 19 people on FTPC with 27 actions items this year, and it would be very difficult for a new person to begin in January with such a heavy workload. New members have little time to learn and review all the information. Upon a motion made and seconded, the revisions were approved by a voice vote of the Senate.

A chart was passed around showing which departments need to revise their FTPC standards and the time frame in which it needs to be accomplished, either during this year or during 2019.

Online Committee

Diana Cheshire

A motion was made to revise to the committee’s charter to add representatives from the Krause Center and Leadership Studies. These sections are being added only because they offer online courses, but they not be treated like a school. An inquiry was raised about the Library’s role in the online charter and why they were added, and the response was that the Library deals with any online copyright issues that come up. After the motion was made and seconded, the Senate adopted the motion to approve changes of the membership of online committee by a voice vote.

There was a motion made and seconded to approve the online teaching policy proposal (Attachment 1). During the discussion, there was an inquiry about section 3B of the policy which states:

“It is expected that faculty will have an online presence throughout the week, comparable to a face-to-face course engaging with students via discussion boards, email, and other communication methods, (i.e., 3 credit hour course = approximately 3 hours of faculty online presence per week in the LMS)”

There has been a concern that faculty might not be engaging their students sufficiently and as such the online task force discussed this issue and added it to the distance learning policy. There is an expectation for a minimum level of engagement with online students. During discussion, it was suggested that the wording be changed to require a “minimum” of 3 hours of discussion. It was explained that this policy does not cover the specifics of how the policy is administered but instead provides a broad design on policy. The implementation of the policy would be up to the Dean’s and Department Heads.

A motion was made and seconded to change the wording from “approximately 3 hours” to “a minimum of 3 hours” and the motion was adopted by voice vote.

The online teaching policy document as amended was then adopted by voice vote.
Update on President’s Search

Ron Welch

Airport interviews have been conducted and the search committee is in the process of calling references and conducting background checks on each person. Once completed, that information will be given to the BOV. Applicants will be announced once the interviews are scheduled.

Scholarship Committee Membership Changes

Jack Rhodes

After a motion was made and seconded to approve changes to Scholarship Committee membership, the motion was adopted by voice vote.

Update on FRB response to Parking Committee Report

Tom Thompson

The parking committee issue has been moved from the VP of Finance to the VP of Operations even though auxiliaries fall under the VP of Finance. Tom Thompson has expressed his concern to the Provost regarding this change to make sure that things keep moving and progressing. Connie Book explained that parking has been moved to the VP of Operations since parking is managed by three different entities and Public Safety falls under the VP of Operations.

Report from Financial Affairs Committee

Kurt Boughan

The Senate heard a report on recent actions in the Planning and Budget Review Council (PBRC). The PBRC, which is currently chaired by the chair of the Financial Affairs Committee, reviews unfunded requests (UFRs) for actual needs that departments may not have the funds for in their regular budgets. The PBRC makes recommendations to the Financial Review Board (FRB) which then makes recommendations to the President. This year there are over 50 requests that the PBRC reviewed. The PBRC is mandated to review UFRs in January and rank them in terms of priority or importance and make sure they don’t already have funding and their actually is a need for the requested items. An issue arose when the VP of Operations made a presentation for his UFRs directly to the FRB without allowing the PBRC to review them, thus bypassing the process. The VP indicated that his request couldn’t wait for the PBRC process to be completed because the bills were for services already rendered but for which the invoices had not been paid. The FAC was objecting to the violation of the process. The Provost, who chairs the FRB, spoke to the issue and recommended that the Senate minutes include the FRB minutes for the meeting in question (Attachment 2). The VP was asking to use the strategic checkbook to pay the emergency bills that were outstanding. The FRB has a standing practice for dealing with strategic financial needs in a crisis using an account called strategic checking. It pays for things that are unbudgeted such as emergencies and bills related to things like Hurricane Irma. The VP of Operations had outstanding bills that were NSF (insufficient funds) and asked the strategic checking to pay these bills. They approved to pay only the emergency bills that were outstanding from those requests and NSF. The Provost explained that the PBRC process is important and visibility should continue. She agreed there is a need for more transparency and that meeting minutes should be available to the college community. SharePoint sites have already been established and minutes from the FRB and PBRC meeting minutes should be posted and available to view. The Provost said that the FRB should still be able to pay for crises outside of the PBRC limitation, but at the same time, the process has to be open and public. The FAC felt that the process could have been communicated in a more effective and open manner. The Provost said that the FRB had recommended paying the outstanding bill but had referred other parts of the request back through the PBRC channel. In the
future, the process will be more open and the PBRC and FRB websites will be made available to everyone.

The FAC asked that members provide input on what their priorities should be for the next year. Suggestions for review of any issues relating to the conduct of financial affairs should be emailed to Kurt Boughan, liaison to the FAC.

**Daniel Library LEAD 2024 Plan**

One of the proposals for the LEAD 2024 initiative is a strategic initiative to build a new library building for the Daniel Library. A motion was made that the Faculty Senate go on record as supporting the initiative. During the discussion, it was pointed out that there was already a process in place and that having all of the LEAD proposals go through the Senate would be cumbersome. It would also put the Senate in the awkward position of appearing to pick out specific LEAD initiatives without looking at others. Kevin Bower pointed out that one high priority initiative that had been adopted was that the Citadel create a Master Plan process to prioritize buildings in the future, and that any discussion over a new library building would be part of the Master Plan process. There was short discussion about the current process where the Faculty Senate charges the Strategic Planning Committee and gives guidance on priorities, and the Master Plan can address this. The Provost emphasized that the highest priority continues to be the Capers Hall replacement. The motion was subsequently withdrawn, and Jack Porter pointed out that we all support the Library but the Senate does not want to play favorites, even though we agree that the Library is a central point common to all of us.

**Library Director as Dean**

A proposal was circulated to Senate members to elevate the Library Director to the Dean of the Library (Attachment 3). During the discussion, there were questions about whether this meant a promotion or pay raise, or whether the suggestion was being made that a national search for a library dean was being proposed. Tom Thompson said that the proposal was to raise the status of the current director so that the Library was better represented in the strategic management on campus. Questions were raised about whether this would lead to administrative changes and expansion of the role of the Library in overseeing other offices like the Undergraduate Research Office or the Academic Support Center. The Provost said that the Library director was treated as a dean in practice, even though the title was “director”. Mark Bebensee suggested that the Senate was not the appropriate forum for discussing personnel matters. A motion was made and seconded to table the discussion to some time in the future, and the motion to table was adopted by voice vote.

**Report from the Provost**

The Provost introduced Faith Rivers James as the Assistant Provost for Leadership and Department Head of Leadership Studies and welcomed her to her first Faculty Senate Meeting.

The Provost summarized the progress on the LEAD 2024 strategic initiatives process. Over one hundred items have been proposed, which include over 440 action items. The committee is reviewing and prioritizing items. There is also a call to name the strategic plan.
The Department of Health Exercise and Sports Science has proposed a name change to the Department of Health and Human Performance, which more closely aligns with other colleges and universities across the country. This is provided as information only, as the Senate does not vote on name changes.

David Allen discussed the proposal for the Senior Instructor rank (Attachment 4) that was exposed at the last Senate meeting. A motion to adopt the policy was seconded. During the discussion, he pointed out that there had been no significant comments submitted. Jack Porter indicated the Senate may want to use secret ballots to vote on this proposal. However, there is no clear policy on the use of secret ballots. The Senate charter explains that all meetings are public but does not get into any specific regarding voting. It was also suggested that this topic does not warrant secret ballot voting. There were concerns expressed during the discussion that the instructor position could undermine the status of tenure and tenure track faculty by leading to more instructor positions. It was pointed out that there are accreditation consequences that would normally limit the use of the instructor position as a dedicated faculty line. David Allen pointed out that the proposal did not call for the use of more instructor positions, but simply provided for career advancement for those instructors that were already part of the faculty. Two amendments to the proposed policy were proposed and seconded. The first amendment was to include language that defined the role of instructors. The second amendment was that the number of instructors be limited to no more than 10 percent of each department. The proposed amendments were defeated by a hand count of 18 to 11. Following that, the original motion to create the Senior Instructor position was adopted by voice vote of the Senate. David Allen suggested that wording would be included in the revised Faculty Manual to clarify the role of the instructor and senior instructor positions. He also suggested that the long-term instructors could come up for third year review in 2018.

The Provost discussed the extension of the ROTC Fulfillment policy (Attachment 5). There are no changes to the policy other than to extend it to include both juniors and seniors. Academic advisors need to be aware of the policy so that they can advise cadets on the methods that can be used to fulfill leadership requirements. The Provost reported that some alumni were concerned with the reduction of the ROTC requirement, but were open to the concept of expanding the leadership training beyond the ROTC programs.

**Faculty Manual Revision Process**

A motion was made and seconded to approve the charter of a Faculty Governance Committee (Attachment 6) to oversee the revision and update of the Citadel Faculty Manual and to address other governance issues that may occur that are not currently assigned to another standing committee. Membership of the new committee will be determined by school and include the Library. The motion was adopted by voice vote.

**Announcements**

There is currently an over-crowding problem in the mess hall that has to be addressed immediately. Therefore, after Spring Break cadets will go to open lunch seating and will continue to do that going forward. Beginning in Fall 2018, there will also be a schedule change to add new class time slots:
- MWF 12 – 1300
- TR 1100 – 1215
- TR 1230 – 1320 LTP and parade practice for cadets
- TR afternoon classes: 1330 – 1445 & 1500 – 1615
- Lab times will be shifted by 30 minutes so that 1300 labs will start at 1330 and 1500 labs will start at 1530.

Faculty meeting times will be on TR at 1230 – 1320 during LTP and parade practice. Each department will be asked to fill at least two time slots for the MWF noon classes and one or two sections during the TR 1100 time slot. First preference should be core curriculum classes that are offered during multiple time slots. The deadline for setting the Fall 2018 schedule has been extended to March 2nd. As part of the registration process, students will be asked to register for a lunch period when they register for their classes. They have the choice of 1100, 1200, or 1300 lunch times.

Jack Porter thanked Connie Book for her service as this is her last meeting with the Faculty Senate as the Provost.

**Adjournment**

The meeting adjourned at 12:55PM.
PROPOSED DISTANCE LEARNING POLICIES

Citadel Online, an online portal and virtual environment, will be housed in the Center for Teaching Innovation (CTI) under the Office of the Provost. Administratively, the Center for Teaching Innovation supports the faculty and helps realize the college’s mission of offering courses and degree programs online.

In collaboration with CTI, the Online Task Force recommends the following policies:

I. General Citadel Online Policies
   A. Citadel faculty who teach online must be certified through completing the Citadel’s approved Online Teaching Program (OTP) which includes the Faculty Online Academy (FOA).
   B. The Citadel’s quality assurance system provides for the application of the Quality Matters (QM) rubric during the course design process, as well as review, by department chairs, deans, and CTI. Course design validation procedures include a mandatory internal peer review process and an optional external Quality Matters review.
   C. Review of the design of all new online courses will be conducted at least one semester prior to when they are scheduled to be offered.
   D. Adherence to the Online Instructional Contact Hours Parity Table ensures that online courses meet the federal definition of a credit hour and provide direct, substantive interaction and collaboration.
   E. The use of course materials in online courses and programs will adhere to all applicable legal and regulatory requirements including copyright and accessibility.
   F. Online students are required to complete the Online Student Orientation offered by the Center for Teaching Innovation.
   G. To ensure academic integrity, distance-learning students taking online classes at The Citadel gain access to course materials and educational resources by means of secure login authentication. The Citadel will require a process of authentication during online proctored exams.

II. The following criteria must be met before a course can be offered in an online format:
   A. The proposed course meets demonstrable need and does not negatively impact existing undergraduate or graduate offerings at The Citadel.
   B. There are sufficient program facilities as well as faculty and support staff, willing and able to deliver the course at the requisite level of quality.
   C. The online course meets all relevant degree program requirements.
   D. The online course will be comparable in quality and instructional contact hours (parity) to the on-campus version.
   E. The integrity of the student work and the credibility of degrees and credits are ensured.
   F. The program adheres to the SACSCOC guidelines on distance and correspondence education.
   G. The faculty member teaching the course has completed the necessary training with the Center for Teaching Innovation (CTI).
H. All distance education courses must be facilitated via the Citadel’s approved LMS.

III. Once the course is approved for online delivery, the following procedures will become effective:

   A. Department chair(s), program director(s), peer reviewer(s), and/or deans will have access to online courses in their department/school to evaluate course design and teaching. The Center for Teaching Innovation (CTI) will have access to the Citadel’s LMS courses to review course design as outlined in Citadel policy.

   B. It is expected that faculty will have an online presence throughout the week, comparable to a face-to-face course engaging with students via discussion boards, email, and other communication methods (i.e., 3-credit-hour course = approximately a minimum of 3 hours of faculty online presence per week in the LMS).
A meeting of the Financial Review Board (FRB) convened on Friday, 2 February 2018 in the Executive Conference Room, Bond Hall. Colonel Bebensee called the meeting to order at 10:07 a.m.

In attendance were: Colonel Mark Bebensee, Interim Provost and Dean of the College, Chair, Financial Review Board; Colonel Tom Philipkosky, Senior Vice President for Operations and Administration; Dr. Jay Dowd, CEO and VP for Institutional Advancement; and Colonel Charles Cansler, Vice President Finance and Business; Mr. Rob Acunto, Interim Director of Athletics; and Captain Eugene Paluso, Commandant of Cadets.

Unable to attend: Colonel John Dorrian, Vice President of Communications and Marketing.

Also attending: Brigadier General Connie Book, Provost and Dean of the College; Major Leah Schonfeld, Director, Human Resources; Major Tiffany Boyd, Budget Director; Major Iordanis Karagiannidis, Associate Professor of Business and Associate Dean for Curriculum; Colonel Tara Hornor, Associate Provost for Planning, Evaluation, and Assessment, and Dean of Enrollment Management, Mr. Glenn Easterby, Deputy Director/Facilities & Engineering; Chief Ken Davis, Chief of Public Safety. Ms. Carla DeMille served as recorder.

Approval of Minutes
A motion to approve the minutes from 19 January 2018 as amended was made, seconded and approved.

F&E Urgent Fund Request to use Strategic "Checking" Reserve
Colonel Philipkosky stated that he realized that his request was outside of the newly reinstated PBRC/FRB process but felt that the unpaid bills in F&E posed a reputation risk to the college. He felt that these bills required immediate attention and could not wait for the PBRC/UFR process since we incur a financial penalty for unpaid bills. Mr. Easterby made a presentation to the board (part and parcel of these minutes) and noted that the lack of funding has affected the morale of employees in F&E. The urgent items on the list total $766,147.84. It was noted that the college has $1.2M in Strategic Reserves and $800,000 in Checking Reserves.

The following was noted by the board:
• The RFP for the GCA contract is in Procurement. The board agreed that this contract needs to be signed.
• We need to pay the recycling fee.
• Asset management ($760,000) is used to repair buildings and to work projects. Funds from this source cannot be used to pay for the urgent requirements.
• FRB is responsible for managing the institution’s budget line.
After discussion the following motion was made and seconded:
*Transfer $766,147.84 from strategic reserves to F&E to pay for the unfunded requirements.*
The motion failed.

After further discussion, another motion was made and seconded:
*Transfer to F&E up to $350,000 from strategic reserves to address outstanding bills in F&E and finalize the discussion at the 16 February 2018 FRB meeting.*

Financial Review Board
2 February 2018
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The motion was approved.

Colonel Cansler asked and Mr. Easterby agreed to withhold from making purchases for the next two weeks. This will allow Colonel Cansler to review the college’s budget.

The board asked the Budget Director to present the budget-to-actual report for the Institutional budget at the 16 February meeting.

**Dispatcher Position for Public Safety**
Chief Ken Davis provided the board with a presentation (part and parcel of these minutes). He stated that the unfunded FTE for the dispatcher position in F&E was transferred to Public Safety. Chief Davis emphasized the importance of the campus dispatcher who serves multiple roles in addition to being a dispatcher. The board discussed if the position could be funded from parking fines collected. Colonel Philipkosky stated that he has not received the revenue from parking fines as approved from the FRB on 12 June 2017. He stated that he will meet with Lieutenant Colonel Ward Logan to determine how much money will be in the parking fee account.
This presentation was provided as information and will be placed on the 23 February 2018 FRB agenda for action.

**Other Business**

**Funding Renovation of Quarters 1 and President’s Salary**
The board discussed the need for future funding to pay for Quarters 1 renovation and the unknown of the president's salary. Options for external funding support were discussed. Once resolved, the board will need to facilitate a CRS for the President and BOV approval.

**Base Budgeting—Off-Site Meeting**
The board agreed to schedule meeting off-campus to discuss the budget.

**Action Items**
The board agreed that the Provost and board secretary will convey the decisions approved by FRB and the President to the respective departmental staff going forward as an action item.
There being no further business, the meeting adjourned at 11:30AM.

Respectfully submitted,

Carla M. DeMille
Recorder

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Responsible</th>
<th>Suspense Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share Hyper-Sign Brief w/ Brd</td>
<td>Col Philipkosky, LTC Beam</td>
<td></td>
<td>Complete</td>
</tr>
<tr>
<td>Determine if TERI positions need to be replaced</td>
<td>All VPs</td>
<td>Nov-16</td>
<td>Complete</td>
</tr>
<tr>
<td>Ck w/ State Budget Office before developing items we will cut</td>
<td>Col Garcia</td>
<td></td>
<td>Complete</td>
</tr>
<tr>
<td>Send brd list of FSLA employees affected and his briefing</td>
<td>Mr. Sams</td>
<td>4-Oct-16</td>
<td>Complete</td>
</tr>
<tr>
<td>Mobile Phone Policy &amp; Salary Study</td>
<td>BG Book</td>
<td>14-Oct-16</td>
<td>Complete</td>
</tr>
<tr>
<td>Add Pay</td>
<td>BG Book</td>
<td>5-Oct-16</td>
<td>Complete</td>
</tr>
<tr>
<td>Summer School</td>
<td>BG Book</td>
<td>30-Sep-16</td>
<td>Complete</td>
</tr>
<tr>
<td>Send FRB brd edited add pay policy</td>
<td>MAJ Schonfeld</td>
<td>5-Oct-16</td>
<td>Complete</td>
</tr>
<tr>
<td>Incude on Aug FRB agenda/FTEs &amp; Budget Ask deadline</td>
<td>Board Secretary</td>
<td>1-Aug</td>
<td>Ongoing</td>
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<tr>
<td>Send VPs list of open FTEs</td>
<td>MAJ Schonfeld</td>
<td>3-Oct-16</td>
<td>Complete</td>
</tr>
<tr>
<td>Mobile Phone Policy Changes/Cost Savings</td>
<td>BG Book</td>
<td>16-Dec-16</td>
<td>Complete</td>
</tr>
<tr>
<td>Track Dollars/Returned Lines/Gen Fund</td>
<td>VPS</td>
<td>18-Nov-16</td>
<td>Complete</td>
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<tr>
<td>Validate Online Learning Expenses</td>
<td>LTC Craig</td>
<td>7-Nov-16</td>
<td>Complete</td>
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<tr>
<td>FRB Brd Submits FTE Request Forms to HR for identified requirements</td>
<td>All VPs</td>
<td>3-Nov-16</td>
<td>Complete</td>
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<tr>
<td>Provide Feedback on TERRI Employees to MAJ Schonfeld</td>
<td>All VPs</td>
<td>18-Nov-16</td>
<td>Complete</td>
</tr>
<tr>
<td>Send unfunded mandates to Col Garcia</td>
<td>All VPs</td>
<td>7-Oct-16</td>
<td>Complete</td>
</tr>
<tr>
<td>Salary Study Planning</td>
<td>Col Garcia</td>
<td>9-Dec-16</td>
<td>Complete</td>
</tr>
<tr>
<td>Review Cost Savings/TERI Employees</td>
<td>All VPs</td>
<td>18-Nov-16</td>
<td>Complete</td>
</tr>
<tr>
<td>21 + Hours Decision</td>
<td>All VPs</td>
<td>9-Dec-16</td>
<td>Complete</td>
</tr>
<tr>
<td>Determine +19 credit hrs/charge/discount/exceptions</td>
<td>COL Hornor</td>
<td>9-Dec-16</td>
<td>Complete</td>
</tr>
<tr>
<td>Mobile Phone Concurrence</td>
<td>All VPs</td>
<td>6-Jan-17</td>
<td>Complete</td>
</tr>
<tr>
<td>Update on Raising Purchase Card Threshold</td>
<td>Col Garcia</td>
<td>6-Jan-17</td>
<td>Complete</td>
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<tr>
<td>Discuss FSLA/Invite Gen Counsel to FRB Mtg</td>
<td>MAJ Schonfeld</td>
<td>6-Jan-17</td>
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<td>Athletics &amp; Auxiliary</td>
<td>All VPs</td>
<td>20-Jan-17</td>
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<td>Task</td>
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<td>----------------------------------------------------------------------</td>
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<tr>
<td>Present new pay plan policy &amp; Forms to Gen Rosa</td>
<td>BG Book &amp; Col Philipkosky</td>
<td>24-Jan-17</td>
<td>Complete</td>
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<tr>
<td>Present Mobile Phone Policy and attachments to Gen Rosa</td>
<td>BG Book &amp; Col Philipkosky</td>
<td>23-Jan-17</td>
<td>Complete</td>
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<tr>
<td>Discussion &amp; Resolution of unfunded mandates</td>
<td>All VPs</td>
<td>13-Jan-17</td>
<td>Complete</td>
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<tr>
<td>Line item Review of Budget</td>
<td>All VPs</td>
<td>TBD</td>
<td>Complete</td>
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<tr>
<td>Course of Study Matrix--19+ hours Discussion</td>
<td>COL Hornor</td>
<td>20-Feb-17</td>
<td>Complete</td>
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<tr>
<td>Accrued Leave Payout/TERI Employees</td>
<td>Mr. Sams</td>
<td>TBD</td>
<td>Complete</td>
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<td>Barracks Sinking Fund Redirect Proposal/Capers Hall</td>
<td>All VPs</td>
<td>17-Feb-17</td>
<td>Complete</td>
</tr>
<tr>
<td>Plan/Returned Lines/Money to General Fund</td>
<td>All VPs</td>
<td>17-Feb-17</td>
<td>Complete</td>
</tr>
<tr>
<td>Prioritization Effort &amp; Funds/IT</td>
<td>BG Book</td>
<td>17-Feb-17</td>
<td>Complete</td>
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<tr>
<td>Review Easterlin's Revenue Sharing Presentation</td>
<td>All VPs</td>
<td>17-Feb-17</td>
<td>Complete</td>
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<tr>
<td>Discuss Budget Forum (Book &amp; Garcia)</td>
<td>BG Book, Col Garcia</td>
<td>17-Feb-17</td>
<td>Complete</td>
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<tr>
<td>Software Sales Tax</td>
<td>Col Philipkosky, MAJ Schonfeld</td>
<td>17-Feb-17</td>
<td>Complete</td>
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<td>Review of Budget Forum Slide</td>
<td>All VPs</td>
<td>10-Feb-17</td>
<td>Complete</td>
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<tr>
<td>Add slide in monthly budget report--COL Craig Report Form--that shows gen fund money and its monthly expenditures--Detail on Inst Budget Line--Provide Detail on Institutional Budget Line</td>
<td>Col Garcia</td>
<td>4-Feb-17</td>
<td>Complete</td>
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<tr>
<td>Finalize Salary Study Plan</td>
<td>All VPs</td>
<td>Complete</td>
<td>Complete</td>
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<tr>
<td>Budget Brief</td>
<td>VPs</td>
<td>Complete</td>
<td>Complete</td>
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<tr>
<td>Review auxiliaries' budget contribution/general fund</td>
<td>Col Garcia</td>
<td>Complete</td>
<td>Complete</td>
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<tr>
<td>PBRC--Prepare Charter, Membership List, Meeting Schedule, Committee Chairs</td>
<td>Col Garcia</td>
<td>29-Jun-17</td>
<td>Complete</td>
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<td>FRB Review Spending from Targeted Fees</td>
<td>VPS</td>
<td>23-Jun-17</td>
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<td>Provide CAA Funding Recommendations</td>
<td>VPS</td>
<td>16-Jun-17</td>
<td>Complete</td>
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<td>Transfer Funds to OCM Rollover Account--175th Anniv</td>
<td>COL Crawford</td>
<td>TBD</td>
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<td>Budget Requests</td>
<td>Col Garcia</td>
<td>5-Jun-17</td>
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<td>Finalize Budget ASK</td>
<td>VPs</td>
<td>31-Jul-17</td>
<td>Complete</td>
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<td>Add Risk Mgt Budget to next LEAD</td>
<td>Col Hornor</td>
<td>25-Aug-17</td>
<td>Complete</td>
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<td>TERI Employees/Finalize Spreadsheet</td>
<td>VPS</td>
<td>25-Aug-17</td>
<td>Complete</td>
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<tr>
<td>Annual Leave Payout (departmental amounts)</td>
<td>MAJ Schonfeld</td>
<td>12-Jan-18</td>
<td>Complete</td>
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<tr>
<td>Develop Budget Call (paragraph)</td>
<td>Col Openshaw</td>
<td>15-Dec-17</td>
<td>Complete</td>
</tr>
<tr>
<td>Auxiliaries Profit/Reinvestment</td>
<td>VPS</td>
<td>12-Jan-18</td>
<td>Complete</td>
</tr>
<tr>
<td>Develop FRB Battle Rythum</td>
<td>BG Book</td>
<td>15-Dec-17</td>
<td>Complete</td>
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<tr>
<td>Discuss Reduction of Add Pay Targets</td>
<td>BG Book</td>
<td>15-Jun-17</td>
<td>Ongoing</td>
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<td>Task</td>
<td>Responsible</td>
<td>Date</td>
<td>Status</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-----------------</td>
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<td>------------</td>
</tr>
<tr>
<td>Other Projected Retirements</td>
<td>All VPs</td>
<td>15-Jun-17</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Provide review/other colleges/fee structure</td>
<td>Mr. Brandenburg/Col Openshaw</td>
<td>8-Dec-17</td>
<td>Ongoing</td>
</tr>
<tr>
<td>FY19 Institutional Budget/Revenue &amp; Expense</td>
<td>Ms. Boyd</td>
<td>16-Feb-17</td>
<td></td>
</tr>
<tr>
<td>Online Posting/FRB &amp; PBRC Minutes</td>
<td>Ms. DeMille, Ms. Merriken</td>
<td>15-Dec-17</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Decision--Dispatcher/Public Safety</td>
<td>Board Secretary</td>
<td>23-Feb-17</td>
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<tr>
<td>Determine Trust Balance</td>
<td>Board</td>
<td></td>
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<tr>
<td>Schedule Off-Site Meeting/Discuss Budget</td>
<td>Board</td>
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Attachment 3 to the Faculty Senate Meeting Minutes of February 20, 2018

Faculty Senate
February 20, 2018

Resolution:

Due to the status accorded to Deans of the College, the Faculty Senate underscores the necessity of the Head of the Library to have a position of equal status. Whereas the Director of the Library in his or her duties represents the needs of all faculty and students at the college, the Senate recommends to the Provost that the Director of the Library be awarded the new title of Dean of the Library.
10 January 2018

Memo

To: Connie Book, Provost

From: Bo Moore & David G. Allen

Re: Creation of the Senior Instructor Rank

Currently the Citadel Faculty Manual describes the rank of Instructor as follows:

The instructor position is a full time, non-tenure-track position with a specified contractual period. Fulltime Faculty who are hired in an instructor position are evaluated like tenure-track faculty, expect there is no expectation for research. An instructor can and should participate in Departmental and College-wide affairs and service.

We propose to change this wording as follows:

The instructor position is a full time, non-tenure-track position with a specified contractual period. Instructors occupy state-supported lines with benefits and receive annual nine-month contracts.

Instructors ordinarily carry a five-course per semester teaching load. Service responsibilities could reduce that to a three or four-course load in some cases.

Instructors are evaluated annually for reappointment according to established criteria for success in teaching and service. These evaluations consist of at least one classroom observation per year as well as the review of teaching materials and other evidence of teaching effectiveness including class syllabuses, student evaluations, and spreadsheets of the grades awarded for each section. The materials also contain evidence of the instructor’s involvement in college service.

In their third year of employment, instructors are eligible to receive a three-year contract. During the period they are under contract, they continue to undergo annual review.

In the sixth consecutive year of employment, instructors are required to undergo a review for promotion to Senior Instructor. For this review, instructors submit a portfolio including all of their annual reviews and other supporting materials on teaching and service. The initial review of these materials is conducted by the relevant department’s tenure & promotion committee. This committee makes a recommendation on promotion to the department head, who then conducts his / her own review of the materials. The department head then makes
a recommendation to the relevant School Dean. The Dean makes the final promotion decision.

Instructors who are not promoted to Senior Instructor may remain at The Citadel for a final, terminal year of employment.

Contracts for Senior Instructors are for periods of six years. Before the end of the contract period, Senior Instructors may reapply for additional six-year contracts. This application process repeats the process described above for the initial promotion to Senior Instructor.

Senior Instructors participate in Departmental and College-wide affairs and service. Senior instructors are eligible to receive financial support from the college and The Citadel Foundation to further their professional development in the areas of teaching and service.

Regarding faculty governance, Senior Instructors have a vote in all departmental deliberations except for those having to do with personnel matters for tenured and tenure-track faculty. They could vote on the recommendation for department head, for instance, but not on whether an external candidate for department head should receive tenure.

**Rationale:** The proposed new rank of “Senior Instructor” would provide the means to promote and reward the professional development and retention of faculty members who are hired exclusively to engage in teaching and service and who have proven their value to the college. It would also bring The Citadel’s policy on the rank of instructor into line with that of the College of Charleston and other peer institutions.
Attachment 5 to the Faculty Senate Meeting Minutes of February 20, 2018

Changes to Catalog Language on ROTC Fulfillment

Current Catalog Language (page 32)
Senior cadets who are not pursuing military careers will fulfill the ROTC requirement by enrolling in a 3-hour leadership-oriented course in the Fall and Spring semesters rather than the traditional senior-level ROTC courses designed for cadets who will be commissioned at graduation. This ROTC-alternative program for seniors provides a more relevant set of leadership-oriented courses/ experiences for cadets who are not going into the U.S. military and allows the ROTC detachments to focus their resources on senior cadets who are pursuing a commission. The first of these courses is LDRS 371, the course a first-semester non-contracting senior cadet will ordinarily take in the Fall semester. (Business majors and others who have already taken BADM 371 will select a different ROTC alternative.) The second course, taken in the Spring, can be chosen from a wide variety of Leadership or other high-impact practice courses such as Internships or undergraduate research courses.

Proposed Revised Catalog Language

Junior and Senior cadets who are not pursuing military careers will fulfill the ROTC requirement by enrolling in a 3-hour leadership-oriented course in the Fall and Spring semesters rather than the traditional senior-level ROTC courses designed for cadets who will be commissioned at graduation. This ROTC-fulfillment program for seniors provides a more relevant set of leadership-oriented courses/ experiences for cadets who are not going into the U.S. military and allows the ROTC detachments to focus their resources on senior cadets who are pursuing a commission. The first of these courses is LDRS 371, the course a first-semester non-contracting senior cadet will ordinarily take in the Fall semester. (Business majors and others who have already taken BADM 371 will select a different ROTC alternative.) The remaining courses can be chosen from a wide variety of leadership or other high-impact practice courses such as internships or undergraduate research courses.

Administrative Policy: One of the courses used to satisfy the ROTC Fulfillment program may also be used to satisfy a course requirement in the cadet’s major.

In 2016-2017, seniors fulfilled the ROTC requirement by taking the following:
  o 900 Leadership designated courses
  o 138 internships
  o 104 research courses
Mission Statement and Charter for Faculty Governance Committee

**Mission**

The primary mission of the Faculty Governance Committee is to review and update the Faculty Manual, to include a complete review at least every two years, and reviews of specific sections as needed. The committee also addresses any other issues related to faculty governance not explicitly addressed by other Faculty Senate Committees.

**Charter**

**I. Membership**

**A. Representation**

The committee shall have one representative from each school, plus one representative from the Library.

**B. Tenure**

Academic faculty members apart from the committee chair will serve three year rotating terms, staggered so that at all times up to two-thirds of the committee have a collective memory of past decisions. A member may request a second consecutive three-year term; no member may serve on the committee for more than six years consecutively. If a member cannot complete a term, the Executive Council will select another member to fill the un-expired term. Time spent filling the term of another faculty member will not count toward the "six-year rule" outlined above.

**II. Structure**

**A. Chair**

The committee shall have a chair selected by the vote of the Committee at its first meeting of each calendar year. The term of the chair lasts until the next election. A member may not serve as committee chair for more than three years consecutively. The chair is responsible for scheduling and presiding over committee meetings,
representing the committee before outside bodies, and producing an annual report of committee activities.

B. Senate Liaison

The committee shall have at least one member who is a sitting senator on the Faculty Senate. This person will coordinate pertinent information to and from the Faculty Senate. He or she may bring the committee reports and actions to the Senate, or bring another committee member to do so.

C. Subcommittees

The committee may form subcommittees to perform specific tasks. Subcommittee members do not need to be members of the standing committee. Subcommittees report their actions to the Committee. The Senate Executive Committee may be asked to help to staff subcommittees.

D. Meetings.

The committee must meet at least twice during the calendar year [once in the Spring and once in the Fall]. The chair must hold a meeting if requested in writing by at least one-third of the voting members. A quorum consists of one-half of the voting membership.

III. Activities

III.1 General Activities of Standing Committees

A. Information

The Faculty Governance Committee gathers, analyzes, and disseminates information relevant to the faculty governance at The Citadel, with a particular focus on issues that are, or should be, addressed in the Faculty Manual. Typically, issue will be brought to the committee from Faculty Senate, but any Senate committee or academic or administrative unit may request that the committee consider a specific issue. Individual faculty members may bring issues to the committee only through one of these entities.

The committee disseminates information by means of
1) a response (report) to a department or committee based upon a request for information
2) reports generated from within the committee
3) periodic status reports to the college as specified in its charter
If the committee determines that the Faculty Manual needs to be updated, committee members will draft revisions to be submitted to Faculty Senate for discussion and possible approval.

**B. Annual report**

The Faculty Governance Committee will prepare an annual report summarizing its activities over the previous academic year. The report must include all decisions of the committee, excluding confidential matters. Copies of this report will be made accessible to all Citadel faculty, staff and students.

**C. Other reports**

The committee is responsible for the timely dissemination of all reports to the Citadel community. Committee reports shall be made available as directed by the Faculty Senate. Reports may contain recommendations or proposals. For the purposes of gathering information (see above), all reports are to be considered published information.

**D. Tasks**

The work of the Faculty Governance Committee consists of a series of tasks -- units of work involving the gathering, analysis, and dissemination of information, and possibly the drafting of revisions to the Faculty Manual. The committee assumes tasks through one of the following means:

1) Completion of tasks as articulated in the "Specific Activities" section of this charter.
2) Completion of a report which includes information requested by a Senate committee, an academic or administrative unit, or the Faculty Senate. Requests may be made only through one of the above-mentioned entities.
3) Tasks can be generated from within the committee. Any committee member may request that the committee study a topic or issue within its sphere of interest. The committee may also develop its own long-range projects or studies as part of its ongoing mission.

**III.2 Specific Activities of the Faculty Governance Committee**

The committee has charge of all matters concerning faculty governance, including but not limited to:

- Drafting proposed changes to the Faculty Manual
• Drafting routine revisions to the Faculty Manual, such as updating committee names, or adding new committees, departments, or other entities
• Gathering information related to faculty governance

IV. Autonomy

To ensure the efficiency and quality of committee work, the committee is granted a degree of autonomy over its own operations. Upon receiving a request from another college body, the committee will vote to accept or reject the request. A request can be rejected for the following reasons:
1) The request is unclear. In such a case, the committee chair will ask the requesting body to clarify any ambiguities and resubmit the request.
2) The committee's workload is currently too great to perform the task in the requested time frame. In such a case, the chair will return the request and suggest a date for re-submittal.
3) The task falls outside the scope or sphere of interest of the committee. In such a case, the chair will ask the requesting body to either submit the request to another committee or (if the task falls within the scope of more than one committee) divide the task between the committees.
4) The committee does not have the resources or the authority to complete the task. In such a case, the chair will explain which parts of the task cannot be completed, and the requesting body may resubmit a modified request.

V. Amending the Charter

The Faculty Governance Committee may modify its charter in consultation with the Executive Committee. Proposals for changes in the committee charter come to the Executive Committee, which negotiates the changes with the standing committee and with any affected administrative departments. Consensus requests are forwarded to the Faculty Senate for approval. In case of a lack of consensus, competing proposals may be sent to the Senate for consideration.