



FACULTY MANUAL

April 2024





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SECTION II ADMINISTRATIVE ORGANIZATION AND FACULTY GOVERNANCE



3. The Faculty Senate, which coordinates among all academic units to address concerns common to all undergraduate and graduate programs, and which consists of appointed and elected representatives from each School or Department, the Department of Leadership Studies, and the Daniel Library;
4. Standing Committees that are established, staffed, and charged by the Faculty Senate;
5. Standing Committees of the College; and
6. Ad hoc committees or task forces for special purposes, as appointed by the Faculty Senate or the College.

The Chair of the Faculty Senate is responsible such for duties as outlined in the Senate Charter and for ensuring significant issues are presented, shared, and discussed with the other members of the Faculty Senate to ensure a broad awareness of the actions under consideration by the College. The Chair can attend BOV meetings for transparency on strategic direction of the College. The Chair may attend other administrative meetings as needs arise.

Matters related to the undergraduate curricula are presented to the Standing Undergraduate Curriculum Committee of the Faculty, which is responsible for making recommendations to the Faculty Senate. Matters related to general education are presented to the Standing General Education Committee which is responsible for making recommendations to the Faculty Senate. Matters related to the graduate curricula are presented to the Standing Graduate Curriculum Committee which is responsible for making recommendations to the Faculty Senate. The Faculty Senate is then responsible for providing recommendations to the final decision/recommendation making authorities. Matters of academic policy or procedure that could have college-wide consequences are considered as described in the following paragraphs.

All matters holding potential for college-wide significance or consequences, regardless of origin, must be considered first by the Faculty Senate, and deliberations are conducted as follows:

1. Matters presented to the Faculty Senate must be considered and addressed in a timely manner.
2. Matters addressed and approved by the Faculty Senate must be sent to the appropriate decision-maker, generally the Provost.
3. When a recommendation requires a change in College Regulations or other formal action by the Board of Visitors (BOV), the Provost is responsible for formally presenting the recommendation to the BOV.

C. ASSOCIATE PROVOSTS

Under the direction of the Provost, the Associate Provosts work collaboratively with the School Deans to achieve the mission of the College.

The **Associate Provost for Academic Affairs & Dean of General Studies** oversees the academic progress of undergraduate students. The Associate Provost works with students on matters related to academic continuation and on readmission; he or she also serves as a member of the annual Senior Rank Selection Board for cadet commanders and coordinates and supervises the work of Company Academic Advisors and cadet Academic Officers. The Director and Assistant Director of General Education, the Honors Program Director, The Director of CEITL-DE, the Department of



member, an



The Department Head plays a major role in faculty development, both for new faculty members working toward tenure and promotion and for senior faculty who must fill leadership positions in the Department



5. Department Head Selection Process

All tenured and tenure-track faculty and instructors in the Department will meet to conduct a review of the last



I. DIRECTOR OF THE HONORS PROGRAM



Teaching and Learning provides leadership and coordination to ensure quality instruction in face-to-



participants in their professional success. The Center encourages early career exploration, provides weekly opportunities for employer engagement, supports development of proactive job search skills, and provides resources for admission to graduate school. (<https://www.citadel.edu/career/>)

The Veteran Student Success Center provides services, guidance and support to all military veterans and military-connected students. The Center facilitates and coordinates programs and services to support academic success, works closely with students to utilize VA educational benefits, and serves as the liaison among the student, the institution, and the Department of Veteran Affairs. (<https://www.citadel.edu/root/veterans>)

O. PLANNING & ASSESSMENT PROCESSES

1. Planning and Assessment Processes of the College

Faculty members play an important role and participate in the processes of strategic planning and assessment. Participation in these processes can occur either directly or indirectly through the respective Schools and academic units.

The Citadel's Board of Visitors has approved a two-tiered planning process for the College. The following describes the two tiers.

a. Level I (Strategic) Planning

The Citadel conducts campus-wide strategic planning processes that engage faculty and staff in discussions of the College's goals and future vision, culminating in a series of published strategic planning documents.

The Strategic Planning Committee:

- Serves as the nucleus for the institutional planning process
- Monitors the implementation of the strategic plan
- Reviews the institutional strategic plan in response to planning priorities
-



cycle, or as internal or external circumstances may dictate, the College engages in a review of the current strategic plan each spring. As endorsed by the President and the Board of Visitors, the Level I plan becomes the Strategic Plan for the College.

b. Level II (School/Department/Unit) Planning

Each budgeted School/department/unit prepares an annual plan within the context of the Strategic Plan and the additional action plans are prepared by the Provost or Vice Presidents.



SECTION III FACULTY

The policies described in this part have been developed by faculty committees, reviewed by the Faculty Senate and the faculty as a whole, approved by the Faculty Senate, the Provost, and the President, and enacted by the Board of Visitors. Some sections of Section III deal with personnel matters and refer to policies established by the General Assembly of South Carolina. The Provost and the Director of Human Resources are responsible for implementing and enforcing The Citadel's HR policies.

A. COMPOSITION AND RANKS

The Faculty of the College consists of the President; the Provost; the Associate Provosts; the Assistant Psulululul



SECTION IV TEACHING RESPONSIBILITIES AND ACADEMIC PROGRAMS

A. TEACHING RESPONSIBILITIES



3. Reduced Teaching Loads

Some academic circumstances warrant reduced teaching loads for Faculty, notwithstanding stipends or other additional compensation paid to a faculty member. In general, faculty members with reduced loads are expected to teach at least six (6) credit-hours and six (6) contact-hours each semester, regardless of the justification for a further course load reduction.

Certain faculty positions normally warrant a reduction by two (2) courses, or a teaching load of six (6) credit-hours and six (6) contact-hours, regardless of whether these hours are graduate, undergraduate, or honors courses. Such positions may include, but are not necessarily limited to, Department (s)]TJ- Tc 0.0 Tc 0(e)/don14 (e)]TJ0 Tc7.43 24.01 0 Td[(,r)3 (-1 (o(r)3 (eDl)3 ((m)1 (a)-4 (r)3 (-3 (duc)-3



5. Summer Teaching

With the prior consent of a faculty member, a Department Head may assign to that member one or more courses to be taught during the Summer terms. With the consent of the faculty member, summer teaching may be considered in the next annual performance evaluation.

Memo 3-001, “Teaching Summer Classes & Semester Overload Teaching Policy,” as noted above, describes teaching and pay during summer terms.

6. Internships, Directed Studies, and Mentoring Student Research

The Citadel recognizes the value of internships, independent studies, and student research – both to the student and to the teacher supervising and mentoring such activities. The Citadel expects every faculty member will occasionally be called upon, or will have the opportunity, to participate in one or more of these activities and will do so, coordinated alongside his or her normal teaching load.

7. Course Banking Policies

To recognize the extra effort required for this individualized teaching, which goes beyond a faculty member’s normal course load, The Citadel enables faculty members to “bank” these assignments. After supervising internships or mentoring research projects or independent studies, a faculty member becomes eligible to receive a course release of three (3) credit-hours. A banked course release cannot be applied when a faculty member is already teaching only six (6) credit hours per semester. The specific details of the course banking policies are stated in “Course Banking: Educational Internships & Research Mentoring Policy RP-4,” and the “Course Banking: Internships Policy RP-5” available at: [https://www.citadel.edu/undergraduate-research-office/information-for-faculty/ RP 4 Course Load Educational Internships or Research Mentoring updated 10 11 21.pdf](https://www.citadel.edu/undergraduate-research-office/information-for-faculty/RP4CourseLoadEducationalInternshipsorResearchMentoringupdated101121.pdf)

8. Course Syllabi

At the beginning of each course, the faculty member identified as the primary instructor will provide students a course syllabus that contains, among other relevant information, a reasonably detailed description of the topics the course will cover, the course’s learning goals, major assignments, and grading methods, the relative weights of each type of assignment (homework, examinations, papers, etc.), and any academic integrity restrictions to be imposed on giving or receiving assistance or working in groups. A current sample template for a course syllabus is available from the Center for Excellence and Innovation in Teaching, Learning and Distance Education (CEITL&DE) (<https://www.citadel.edu/ceitl/guides-and-templates/>)

Whether delivered face-to-face or online, every Citadel course



instructors should not admit to class students whose names do not appear on the official class rosters, which are available online in Banner and in the Cadet Accountability System (CAS). Instructors must immediately refer any unlisted students to the Registrar's Office.

The Citadel expects instructors in the daytime courses to use CAS online to report absences, late arrivals, and unexcused departures on the day class was held. Students may miss class for legitimate



F.



SECTION V CONDUCT OF FACULTY AND EMPLOYMENT POLICIES

A.



D. POLITICAL ACTIVITY

Active civic engagement by faculty members represents a creditable form of community service. The Citadel



Faculty grievances are addressed according to the following procedures. On matters relating to annual performance evaluation, probationary reappointment, applications for tenure and promotion, and termination for cause, a faculty member must follow the appeal procedures specific to those administrative processes. Appeal procedures must be built into the written policies and processes for such administrative processes.



SECTION VI FACULTY PERFORMANCE AND EVALUATION

A. ANNUAL FACULTY EVALUATION PROCEDURES

1. Introduction

As mandated by South Carolina law, all state-assisted institutions of higher learning are required to institute a policy to evaluate each faculty member. Annual performance evaluations serve two functions: (1) to guide professional development of the faculty member; and (2) to record the performance of the faculty member as a basis for personnel decisions and salary recommendations.

2. Policy



members. Other faculty members also may bbe



The Policy on Post-Tenure Review (3-602) addresses review policies and procedures for tenured faculty. (See <https://web.citadel.edu/root/images/policies/3-602-policy-on-post-tenure-review.pdf>)

F. GUIDELINES FOR APPOINTMENT AND PROMOTION OF NON-TENURE LIBRARY FACULTY

The guidelines for the appointment, promotion, and retention of non-tenure Library Faculty can be found at: <https://library.citadel.edu/nontenurefacultyguidelines>.

G. COMPENSATION

Full-time, tenure-track academic faculty members are employed and compensated by an annual salary for nine (9) months of teaching, an annual period that normally runs from August to May. When funds are available, merit salary increases are approved by the Provost upon the recommendation of the appropriate Dean/Department Head. These recommendations are based on an evaluation conducted in accordance with the performance evaluation procedures outlined in section A above.

Summer school pay is dependent on availability of summer school employment and is governed by the policies on additional pay, Memo 3-001, "Teaching Summer Classes and Semester Overload Teaching," available at <https://web.citadel.edu/root/images/policies/3->



SECTION VII ADMINISTRATIVE POLICIES

A. BENEFITS

Because The Citadel is a state agency, all full-time employees must contribute to a South Carolina



sabbatical is for a full year, the School or Department is provided funding through the adjunct budget.

After the sabbatical review process has taken place, each member of the Committee will evaluate the strengths and weaknesses of each proposal, and will indicate whether the proposal merits funding. For those proposals that meet these criteria, members will rank order the research and development proposals separately. Finally, members will recommend the top two proposals for full-year grants, which remain contingent on funding.

The Committee will consider as equally meritorious sabbaticals for research and for development. The Committee may recommend equal numbers of half-year sabbaticals to research and development proposals. This allocation may be adjusted by vote of the Committee depending on the relative number and quality of proposals in each category.

Subject to the needs of the College and of the School or Department involved, a member of the Faculty who has served at the College for at least five (5) consecutive years in an academic administrative position (e.g., Dean) or as an academic Department Head and then returns to full-time teaching is eligible for a sabbatical leave of one (1) semester at full-pay. Likewise, a member of the Faculty who has served at the College for at least ten (10) consecutive years in an academic administrative position (e.g., Dean) or as an academic Department Head and then returns to full-time teaching is eligible for a sabbatical leave of one (1) full year at full pay. The availability of such funding cannot be guaranteed. The nature of the sabbaticals applied for or awarded will not influence the number of faculty members who are awarded sabbaticals for the same year. Sabbaticals for former academic administrators and former Department Heads will be treated as normal sabbaticals, and the recipients will not be eligible to apply for another sabbatical until the prescribed time has elapsed.

Acceptance of a sabbatical obligates the faculty member s6Fbatad. Ce doalF(r)3o Tdd tron Heads ii p.9 (c)-3 0 (s)



therefore deemed non-exceptional unless specifically designated otherwise by agreement between the originator and the Provost.

3. 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 a product of Directed Works; (b) the originator has made exceptional use of College resources in creating it; or (c) the work is subject to a contract designating ownership. Regarding all such intellectual property, The Citadel retains exclusive rights. However, the originator will retain a non-exclusive but permanent right to use any data for nonprofit educational research and scholarly purposes within the scope of the originator's employment.

The Citadel will not retain ownership rights in traditional teaching material, such as faculty lectures, audio files, databases and various forms of digital or other media created for instructional purposes, unless specifically and voluntarily created as works made for hire or for which a stipend has been paid. The syllabus to a course remains the property of The Citadel.

Faculty may contract with third parties to publish their own research results and other scholarly information, unless there are contractually imposed restrictions or temporary restrictions imposed to protect intellectual property that may be the subject of an application for intellectual property protection.

G. OFFICIAL TRAVEL

Certain travel policies apply to faculty members as Citadel employees. Travel on official Citadel business at Citadel expense must be approved in advance. Travelers must use the most economical mode of transportation consistent with efficient accomplishment of their mission.

If using a rental car as a mode of transportation, a South Carolina state contract exists for rental vehicles needed for official state business. The policy and procedure to use a rental car can be found online. (<https://www.citadel.edu/procurement/faculty-and-staff/purchasing/>)

The use of privately owned vehicles is permissible for economy and efficiency. The mileage rate is equal to the IRS mileage rate for the calendar year. The maximum mileage reimbursement will be the comparable airfare to your destination (see also <http://www.citadel.edu/root/fins-accounts-payable>)

Compensation for expenses other than transportation will be made at the rates announced in current Citadel directives, which are on The Citadel's Accounts Payable website. Expenses for meals will be reimbursed only if incurred as a result of an overnight stay. Partial travel days depend on departure and arrival times. Reimbursement for travel expenses must be submitted within 60 days of completing travel. (<https://www.citadel.edu/fins/accounts-payable/>)

Any Citadel employee traveling on official College business must complete a pre-approval request in the Chrome River Travel & Expense Management system. The form is available on Chrome River Travel & Expense Management on Lesesne Gateway. (<http://lesesnegateway.citadel.edu/>).



H. FACULTY AND STAFF UNIFORMS, MILITARY RANK AND PROMOTION

Faculty members who are given tenure-track appointments will receive commissions in the Unorganized Militia of South Carolina and are required to wear a military uniform on campus when on duty and the faculty member is engaging cadets and/or parents in an official capacity.

The wearing of uniforms and insignia by tenured and tenure-track faculty is prescribed in Section I.8 of the College Regulations, and in Memorandum 5-113, Faculty and Administrative Staff Positions With Militia/Military Rank Policy.

https://web.citadel.edu/root/images/academic_affairs/memo-5-113%20-%20faculty-and-administrative-staff-positions-with-militia-military-rank-10-01-2020.pdf

Among commissioned officers in the ROTC units, the Professor of (Military) Science for each military service department is normally accorded the academic rank of Professor. All other officers, irrespective of commissioned rank or years of service, are designated as Assistant Professors.

I. ENGLISH FLUENCY POLICY

In compliance with the laws of the State of South Carolina, The Citadel ensures the English fluency of its teaching faculty. Each interview applicant will be evaluated for English fluency and clarity of presentation. College Regulations, Section II.8 defines the English Fluency Policy for faculty. (<http://www.citadel.edu/root/images/policies/college-regulations.pdf>) defe



In the event of an accident on campus, a Citadel Public Safety Officer must be summoned immediately. Any vehicle(s) involved must not be moved prior to the arrival of the officer.



Whereas student academic advising, company academic advising, and required office hours are not counted as contact hours with students, but provide important services to students, these activities constitute Service achieved by faculty members.

2. Company Academic Advising

Company Academic Advising is the responsibility of the Provost or designee of the Provost. The Corps of Cadets is organized as a regiment, with a regimental staff; five battalions, each with its own battalion staff and each living in one of the five barracks; and 21 cadet companies consisting of approximately 120 cadets each. Because the cadet lifestyle is such a significant part of the cadet educational experience, the academic life and cadet life of the student cannot be separated, and the academic environment of the barracks is of critical importance. The regimental and battalion staffs and each cadet company are assigned a specially chosen member of the Faculty or staff who works closely with the TAC and the cadet chain-of-command to ensure that military and academic requirements placed on the cadet are compatible with the educational mission of the College and that cadets take full advantage of the academic support opportunities available on the campus.

Company Academic Advisors work directly with the Cadet Company and Battalion Academic Officer (specially selected seniors who are responsible for the academic environment in the company areas). Company Academic Advisors are expected periodically to visit their cadets in the company area during Evening Study Period (ESP) and to eat with their cadet companies in the



D. STUDENT HEALTH AND WELLBEING

Faculty members are an important link in the network of support for students' mental, emotional, and physical wellbeing and may find it necessary to refer students or to seek advice in supporting them. Important resources for faculty members include:

1. Campus Advocacy, Response, and Education (CARE) Program:
<https://www.citadel.edu/care/>
2. The Counseling Center: <https://www.citadel.edu/root/counselingcenter>
3. The Infirmary: <https://www.citadel.edu/root/infirmary-info>
4. Veteran and Active Duty Student



SECTION X PROCEDURES FOR CHANGING THE FACULTY MANUAL

The Office of the Associate Provost for Academic Affairs (OAPAA) is responsible for maintaining the Manual by: (1) making sure it is current, (2) coordinating changes, (3) distributing drafts to reviewing bodies as outlined here, and (4) producing final copies of any given revision. The *Manual* will be reviewed and updated every two years, according to the College Regulations. The Faculty Senate may initiate reviews for modifications and updates to the Manual, utilizing its Faculty Governance Committee for initial analysis and recommendations. Faculty and staff can propose to the Faculty Governance Committee changes that will be considered by the Faculty Senate. The Faculty Senate as a body will consider any proposed changes and then forward such proposed changes to the OAPAA. The Provost will review and make a final decision on any proposed changes. The OAPAA will be responsible for finalizing and posting the revised Manual.

Each periodic review should begin in the fall of each odd year, and end no later than May of the subsequent even year. Normally changes will go into effect at the beginning of the next academic year following the change; however, some changes may go into effect immediately. The two-year periodic review cycle is mandated in the College Regulations, available at <https://www.citadel.edu/bov/board-of-visitors-policies/college-policies/>.

