

THE CITADEL
INSTITUTIONAL EFFECTIVENESS
SUMMARY REPORT

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INTRODUCTION

The Citadel's Institutional Effectiveness Plan has been revised to put it in concert with the Strategic Plan of the College approved by the Board of Visitors on February 3, 1996 and revised in January 1997 to reflect the Performance Funding Indicators approved by the Commission on Higher Education. The 2001 summary report for The Citadel includes full reports on the Computer Science, Engineering, and Mathematics majors and an interim report on the Education major.

The Citadel has adopted a formal planning/assessment/budget process, and through institutional planning efforts, the following areas have emerged in recent years as being most critical for The Citadel in recent years and for the next few years:

1. Recruiting for the Corps of Cadets
2. "Fine-tuning" the cadet lifestyle
3. Increasing the level of external funding (supplemental to state support and student fees)
4. Continuing emphasis on the planning/assessment/budget cycle of the College
5. Deferred maintenance and building replacement
6. Assimilation of women into the Corps of Cadets to include implementation of women's sports programs

1. Majors and Concentrations

Full Reports

In the 2000-2001 academic year, The Citadel had program reviews for its Computer Science, Engineering, and Mathematics Programs.

Computer Science

The Citadel presented the CHE on August 1, 2000 the institutional self-study of its Computer Science Program. The CHE Program Review visit was conducted by the team of consultants on October 4, 2000. While The Citadel has not yet received the draft report from the consultants, the exit interview was very helpful. The team was complimentary of the undergraduate curriculum as well as the computer hardware and software available to our students and faculty. The support our faculty and students receive through The Citadel Foundation also received praise. Through Foundation funds, research and development activities are supported for Computer Science faculty, and academic enrichment activities are supported for our students.

The visiting team cautioned that faculty salaries at all ranks are not competitive and that the number of FTE faculty dedicated to the Computer Science program may be a problem in our accreditation efforts. This situation will be intensified with the implementation of the M.S. in Computer Science being offered jointly with the University of Charleston.

The Citadel looks forward to receiving the draft report from the visiting team and having the opportunity to respond to that report.

Engineering

The Citadel presented the CHE on August 1, 2000 the institutional self-studies of its two Engineering Programs: Civil and Electrical. The CHE Program Review visit was conducted by the team of consultants on November 16, 2000. Both the B.S. in Civil Engineering and the B.S. in Electrical Engineering were recommended for continuing approval.

The visiting team report described the two engineering programs as “mature and stable components of the institution.” Program strengths cited include classrooms and labs well equipped for undergraduate instruction; well-equipped computer labs; enthusiastic, highly motivated faculty; and a strong relationship between students and faculty. Areas of concern include faculty salaries and heavy teaching loads. Offering the engineering in a “2+2” format with Trident Technical College requires the engineering faculties to carry both day and evening teaching responsibilities, and it is recognized that this adds another dimension to the teaching loads of engineering faculty. The institution and the engineering faculty are, however, committed to providing access to these programs for non-traditional students in the Lowcountry.

It should be noted that in response to concerns raised in the visiting team report, the credit hours required in the Civil Engineering program have been reduced, and the introductory engineering courses have been revised to reflect more of what engineers really do.

The Citadel is working aggressively to address engineering faculty salary issues within the restrictions of limited funding. It should be noted that no engineering faculty member has left The Citadel to take a higher paying position in a comparable higher education environment. One faculty member moved to a large, research-oriented institution and another to a position in a highly technical government operation. The Citadel is very pleased that a talented faculty member who left to take a position in private industry has been rehired and will return to the campus for the fall 2001 semester.

Mathematics

The CHE review of Mathematics programs was scheduled for academic year 2000-01, but due to funding shortfalls, that review has been delayed. It is anticipated that the review will be rescheduled for the 2001-02 school year.

Interim Report

Education

The South Carolina Department of Education (SCDE) approved The Citadel’s undergraduate program for teachers prior to 1960, and all professional graduate education programs offered by the College were initially accredited by NCATE in 1974. State approval, approved program status, and national accreditation have been continuous since initially granted.

After the 1997 visit by the State Department of Education, the South Carolina Commission on Higher Education, and the National Council for the Accreditation of Teacher Education (NCATE), accreditation of The Citadel’s programs was continued with probationary status, and a re-visit was scheduled for 19-23 February 2000. In preparation for that visit, The Citadel took aggressive actions

to address the concerns of the visiting team regarding the lack of articulation of the conceptual base, the lack of diversity within the student bodies, the lack of diversity within the faculty, the lack of required preparation at the undergraduate level for teaching students with disabilities, and the excessive use of adjunct supervisors for practicum experiences. Not only did The Citadel work to address these specific concerns, but a number of other actions were taken:

1. Facility Improvement – A new multimedia classroom was added; a new Instructional Resource Center was developed; and faculty offices and classrooms were refurbished.
2. Partnership Schools – Formal partnership arrangements were established with five schools in the Charleston County School District and in specific teaching areas with the Georgetown School District.
3. Grant Development – The education faculty became more involved in grant writing and began to participate more actively in the implementation of grants that were funded.

As a result of these efforts, the re-visit by NCATE brought the positive action of continuing accreditation without probation, and the next NCATE visit is scheduled for spring 2005. The Citadel has now turned its attention to addressing issues raised in the folios developed for approved program status in English (B.S. and M.A.T.) and Social Science (M.A. Ed.). Concerns presented by the respective “learned societies” have been addressed, and revised folios have been submitted. The Citadel is confident that all issues have been addressed satisfactorily.