

IPAC Executive Summary

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Higher Education in our country today faces a conundrum of very serious realities, the most challenging of which are related to the cultural forces actualizing major negative influences on our young teenagers and adults. The most dramatic influences have become very evident and include the following: the demise of traditional family values, gender and race discrimination, sexual assault and harassment, binge drinking, disrespect, and attacks on the value of honor. For the past several years, we have witnessed the implications of these problems on a number of the nation's higher education campuses.

The Citadel has not been immune to these problems as we enroll and host young people from all over the country.

It would be difficult to overstate the degree to which The Citadel community was rocked by the arrest of our graduate, Skip ReVille, in the fall of 2011. As chair of the Honor Committee and cadet recipient of the Algernon Sidney Sullivan award, ReVille had seemed to epitomize our core values. The profound disconnect between who ReVille really was and who he had seemed to be caused many on campus to question whether there might be other instances in which our institution's realities are at odds with our ideals and values.

As one of many ways of responding to this institutional concern, Lieutenant General Rosa announced the creation of an Institutional Program Assessment Committee (IPAC). "The work of the IPAC," President Rosa wrote in a message to the college's faculty and staff on 6 January 2012, "will demonstrate our resolve to continue living up to the standards stated in the mission, vision, and core values of The Citadel and the highest standards of practice within the higher education community."

In response to the charge from President Rosa, IPAC presented a twenty-three page report that highlights significant challenges facing the college. The members of IPAC and its six panels pointed out these challenges frankly and in an earnest spirit of improving the college's performance of its central mission of educating principled leaders. Based on the results of the study, the case of Skip ReVille is but one of too many instances in which the institution's realities are at odds with its ideals and values. The report further concluded that the continuation of the status quo in these areas of the college's operations poses serious risks to The Citadel. The committee's response has been to recommend a series of bold corrective actions to be instituted immediately. Action on these recommendations should not be delayed. In addition however, actions of the sort called for in this report must be accompanied by a change of culture within the institution that will maximize the possibility that these actions will gain traction and produce long-term results. Implementation and success will require

exceptional leadership from the highest levels of the institution.

This Executive Summary presents the major recommendations from the IPAC report in the context of our core values of Honor, Duty, and Respect. While there are a number of important recommendations from the panels, it is the consensus of IPAC that the following fourteen recommendations must receive first priority and immediate attention by the institution.

HONOR

To enhance equity and transparency in the cadet honor system, the College must adopt the new Standard Operating Procedures documents on the duties of the Faculty Advisor, on the selection of members of the Honor Committee, and on the structure and function of Honor Boards of Review.

To strengthen the trust between students, faculty, and staff that is essential for The Citadel to achieve its mission, the College's administration must enhance communications and the decision making processes within the institution. Above all, The Citadel must ensure that its actions are consistent with its communications.

DUTY

The OC program currently in place is not providing necessary security in the barracks at night. This program must be reexamined and reinvented.

By all reports, cadets are not following regulations about locking their room doors. This is a clear instance of the saying that, without vigilant supervision, "culture eats strategy for breakfast," and it must change.

The College must improve weapons security on campus, in regard both to the federally-owned M-14s and to privately-owned weapons.

The College must address the problems that have arisen regarding the training and selection of the Summerall Guards by adopting a strict and comprehensive operational plan for the Guards.

With documents like the Whitmire Report, the Mood Report, and the Lane Report in mind, the College must take a new, comprehensive look at the fourth-class system, one that considers our knob traditions in light of our core values of HONOR, DUTY, and RESPECT.

Given the seriousness of the problems of binge drinking and underage drinking in the corps, The Citadel must establish a fully staffed office to provide a more robust alcohol and substance abuse program for the college.

The College must modify, consolidate, and promulgate policies and procedures regarding the protection of youth.

The College must implement mandatory background checks and training programs for employees, students, and volunteers involved with youth programs.

The Citadel Experience Integration Team must devise an operational plan governing all sponsorship and mentoring programs on campus.

The College must undertake a major reform of the cadet discipline system, to include the approach and philosophy used for discipline.

RESPECT

The College must develop and implement a new plan to diversify the workforce and student body.

The College must develop and implement a new plan that combats negative attitudes toward women and builds upon the work of those cadet companies and other entities within The Citadel that have successfully assimilated women.

This institutional assessment affords The Citadel a critical opportunity to enhance the culture and character of the institution consistent with its core values of Honor, Duty, and Respect. During the course of this assessment, it has become clear that many members of The Citadel community are eager to participate in actions called for in this report. Such an initiative has the potential of building community within the institution as well as strengthening the institution and its reputation as an institution of higher education dedicated to achieving excellence in the education of principled leaders.