THE CITADEL BOARD OF VISITORS
MEETING MINUTES
7 AND 8 JUNE 2013

The Citadel Board of Visitors held a meeting in Room 295, Bond Hall, at 0830 hours on 7 June 2013, to elect a Chair and Vice Chair, to receive updates on legal matters, Franke Report recommendations, and the Independent Review, and to hear committee reports. Newly-elected Board members were also scheduled to receive Agency Head Evaluation training.

The following members were present: Colonel Douglas A. Snyder, Chair; Colonel Fred L. Price, Jr., Vice Chair; Colonel Allison Dean Love; Colonel Glenn D. Addison; Lieutenant Colonel Ben W. Legare, Jr.; Colonel James M. McQuilla; Lieutenant General W. Michael Steele; Colonel Dylan W. Goff; Lieutenant General John B. Sams, Jr.; Colonel Tecumseh “Tee” Hooper, Jr.; Colonel Peter M. McCoy, Sr. (telephone); Major General Robert E. Livingston, South Carolina State Adjutant General; Brigadier General Mick Zais, South Carolina State Superintendent of Education; Chairman Emeritus, Colonel Leonard C. Fulghum, Jr.; and Member Emeritus, Colonel William E. Jenkinson III. Members-elect, Mr. Robert H. Nuttall, Sr. and Mr. L. Eugene “Gene” Pinson attended as observers. Mr. Frank E. Gibson, III, President, The Citadel Alumni Association; and Mr. Claudius E. Watts, IV, Chairman, The Citadel Foundation, were present in person. Also in attendance were President John W. Rosa, senior members of The Citadel staff, Major Michael M. Barth, Chairman of The Citadel Faculty Council, and Mr. M. Dawes Cook, external counsel.

Voting members absent: none. A quorum was present.

The meeting followed the agenda at enclosure 1.

Colonel Price stated that the meeting was in compliance with the Freedom of Information Act.

Chair Snyder opened the meeting by introducing Mr. Nuttall and Mr. Pinson as newly-elected Board members and reviewed the procedures for the election of the Chair and Vice Chair. He then called for nominations for the position of Chair.

Colonel Legare nominated Colonel Goff, seconded by Colonel Love.

Colonel Price nominated Colonel Addison, seconded by Colonel McCoy.

General Sams nominated General Steele, seconded by General Zais.

There being no further nominations, a secret ballot was conducted and General Steele was elected by a majority vote.

The Chair then called for nominations for Vice Chair.

Colonel Love was nominated by Colonel Price and seconded by General Sams.

Colonel Goff was nominated by Colonel Addison and seconded by Colonel Legare.
There being no further nominations, a secret ballot was conducted and Colonel Goff was elected by a majority vote.

Chair Snyder then moved into a review of the Franke Report recommendations that pertained to the Board of Visitors.

The first recommendation dealt with procedures of how the Board communicated with staff. Colonel McQuilla, reporting for his ad-hoc committee, said proper procedures were in place and should be adhered to. The established chain of command should be followed, except in a crisis situation when time was critical. He went on to say committee members must first work through their chairs to resolve issues and Board members should not independently task staff with requirements. All members should work with the Chair first before going to the administration.

The second recommendation dealt with the premise that boards function most effectively at the strategic level. Colonel Price, reporting for his ad-hoc committee, said his committee was in full concurrence with this statement and reiterated that was where the Board should focus.

The third recommendation dealt with how the Board receives and responds to reports and information presented at its meetings by staff. Colonel Addison, responding for his ad-hoc committee, said a level of priority needed to be attached to the report and the expectation from the Board be articulated. His committee continues to review this issue.

The fourth and final recommendation dealt with the distinction between Board oversight and entanglement in administrative detail. Colonel Love, reporting for her ad-hoc committee, suggested that sometimes the Board did get too entangled in administrative detail.

She presented four ideas to help streamline Board involvement:

- Stand up the Risk Management Committee and refine crisis management policies and procedures
- Utilize the Executive Committee more, expanding its scope of duties and responsibilities and encourage all members to participate
- Provide more opportunities for Board education and development and review best practices nationally as well as conducting “crisis response” team training
- Always ensure proper lines of communication at all times

Following discussion on these recommendations, the Chair called for a motion to go into executive session for legal matters. Motion made by Colonel Addison, seconded by Colonel McQuilla, and unanimously passed.

Colonel Goff motioned to come out of executive session, seconded by Colonel Addison, and unanimously passed.
Chair Snyder called on President Rosa for an update on the Independent Review (IR) report. The president called on Colonel Thomas Philipkosky, Assistant Vice President for Operations, to brief the details of College actions being taken.

Colonel Philipkosky said recommended courses of action have been developed for the remaining 23 IR recommendations, currently being coordinated within the College. Upon completion of coordination and approval of the course of action, the results will be provided to the appropriate staff/department for execution and monitoring. The goal is to have all courses of action implemented before classes start in August. Colonel Christopher L. Moore, Chief Compliance Officer, will also monitor and provide oversight. Colonel Philipkosky closed by pointing out the key to change and improvement will be communication, education, training, and accountability across the College community, along with periodic review and refinement of the courses of action as necessary to ensure success.

Chair Snyder called on Lieutenant Colonel Tara McNealy, Associate Provost for Planning, Assessment and Evaluation, for a presentation on risk management.

Colonel McNealy provided the Board with an excellent overview of an AGB publication; Risk Management, An Accountability Guide for University and College Boards.

Colonel McNealy pointed out that risk assessment should be a standard protocol for the Board. She reviewed the Board’s role in determining risk tolerance and the need for the Board to be working in concert with the administration to assess critical college areas, such as academic quality, emergency preparedness, athletics and governance issues as well.

She highlighted the critical role the Board has in establishing policies and practices that engage the Board in risk assessment so their decision making will ensure an understanding of risk factors. She highlighted the four main areas for Board involvement: strategic risks, Board governance risks, financial risks and operational risks. A Risk Management Committee will be the first committee established with the new Board committee structure.

Colonel McNealy was thanked for her presentation.

Chair Snyder called for committee reports.

Chair Legare, Chair of the Customs and Regulations Committee, called on Colonel Leo Mercado, Commandant, for his report.
Colonel Mercado provided the Board with a succinct but comprehensive review of the Corps for the year. Overall, he considered the year very successful. He was particularly pleased with the cadets’ focus on academic achievement and their desire to lead as well as accepting the responsibility that comes along with leadership. In reviewing what he considered weak areas, he mentioned enforcement of cadet regulations were sometimes on a selective basis but self-reporting was up. He also expressed the need to improve the cadet’s awareness of linking their Citadel experience to the “real world.” He also expressed the need to get the Corps to recognize their identity as members of The Citadel Corps of Cadets rather than identifying primarily with their company. Alcohol use and abuse is a major concern and the employment of a substance abuse coordinator will be a great help in educating the cadets and reducing the problem.

He closed by saying his focus for next year will be on the following:

- Ensuring cadet leaders lead their peers rather than being led by them
- Achieving a high degree of balanced excellence in all four of The Citadel pillars in developing principled leaders
- Reducing substance abuse and ensuring respect for each other
- Ensuring all cadets fully understand the meaning of pride, duty and discipline
- Being alert for indicators that begin to take a negative turn

He is willing to address alumni concerns as needed.

He stated how pleased and impressed he is with the enthusiasm and commitment of the top nine leaders for next year and he expects good things from them.

Colonel Mercado then reviewed his slides and responded to questions from Board members.

Colonel Legare led a detailed review and discussion of the proposed changes to the College Regulations.

Following review of the proposed changes, Colonel Legare made the following motion, seconded by Colonel Golf:

**MOTION**

“That the Board of Visitors approves the changes to the College Regulations as modified and refined.”

Following discussion, the motion was unanimously passed.
Colonel Fulgum, Chair of the Daniel Fund Trustees Committee, reported $70,000 of the FY 2013-2014 Daniel Fund budget of $122,301 had been awarded; $22,500 was slated for first-time scholarships; $11,000 was pending; leaving $18,801 available for incoming candidates. He encouraged Board members who had worthy candidates to please submit their names for consideration.

Athletics Committee Chair, Colonel Addison, called on Mr. Larry Leckonby, Director of Intercollegiate Athletics, for his report.

Mr. Leckonby briefly reviewed spring sports results, highlighting the success of the baseball team finishing second in the conference tournament after being projected to finish eighth. Academically, athletes, led by the volleyball team, once again bested the Corps in GPA by having a spring semester 2.97 average compared to 2.93 for the Corps.

Mr. Leckonby reviewed the FY 13 budget, noting that despite a challenging year of not meeting all revenue goals, the athletics budget is projected to be balanced with overall expenditures projected to be at 99.8% of the overall approved budget. Additionally, unrestricted campus support will be reduced.

Athletics fundraising remains consistent with previous years but is not increasing enough to keep up with rising scholarship costs. Major gifts and endowed scholarships fundraising is doing well; however, unrestricted gifts and donations to the annual fund need to be increased in order to meet goals. Total campus support for athletics has leveled off at about $1.48 million per year after being as high as $2.54 million in FY 08.

Mr. Leckonby presented the Athletics Department budget for FY 14 which increased by 3%. He expects self-generating revenues to be enhanced with the addition of a sixth home football game, an increase in club seat prices, the sale of one additional suite, and increases in football and basketball guarantees. The net results include an overall decrease of $50,000 in support from The Citadel Trust. The Athletics Department expects FY14 revenues of $10,589,441 against expenditures of $10,889,441 requiring unrestricted support from The Citadel Trust of $300,000. The budget proposal will be presented in conjunction with the College budget on Saturday, 8 June, for approval.

The impact of the pull out of several Southern Conference schools was discussed and Mr. Leckonby reviewed efforts by the conference to find suitable replacements. The loss of high revenue games such as Georgia Southern, Appalachian State and the College of Charleston will impact the budget negatively in the out years. Additionally, scheduling replacement football games will be a monumental challenge as athletic directors routinely schedule five or more years in advance. Mercer University, East Tennessee State, and VMI have been invited to join the Southern Conference. In closing, he announced Bulldog catcher Joe Jackson had been selected by the Texas Rangers in the fifth round (160th overall pick) of the 2013 Major League Baseball First-Year Player Draft.
Board of Visitors Meeting Minutes
7 and 8 June 2013
Page six

Audit Committee Chair, Colonel Goff, reported that Elliott-Davis, the College’s external auditor, was on track to begin the annual audit in August and finish in October. All Fraud, Waste and Abuse complaints from this past year have been closed. The Tailor Shop audit has been completed. The audit of the President's Office is scheduled to be completed by 30 June and the Treasurer’s Office will be audited in 2014.

Colonel Price, Chair of the Buildings and Grounds Committee, reported representatives from Bulldog Parking, LLC had presented a revised parking garage proposal with a reduced number of spaces to lessen the financial impact on the College. They suggested that with an adjustment to Citadel parking fees the project was feasible. There was no interest in a private financing source for the project, but several local banks may be interested if The Citadel Foundation would guarantee the loan.

Chair Snyder stated the College could not take on additional debt to build a garage. He will arrange a meeting with the Bulldog Parking, LLC representatives to discuss further the potential for external financing.

Colonel Price provided a comprehensive review and update on the major building and grounds projects currently being worked on campus. Of interest are renovations to Mark Clark Hall and the structural repairs to the East Side of Johnson Hagood Stadium. During discussion, it was recommended the City’s Office contact and informed a recent proposal presented by a developer to redevelop the College Park Complex was not solicited by the College. There is no interest in the project at this time.

General Sam's, Chair of the Education Committee, called on Brigadier General Samuel Hines, Provost and Dean of the College, for his report.

General Hines noted that academic performance for all classes was holding steady with no significant deviation from previous year's trend of excellence. Athletes continue to perform academically in an excellent manner as well. On-line courses continue to grow, providing cadets with the opportunity to take courses for both credit and quality points during the summer while at home. After the SACS accreditation in the spring of 2014, it is anticipated the MBA program will be fully on-line. The development and expansion of on-line courses will provide an additional revenue stream and is in line with recommendations from the Boston Consulting Group.

The Citadel Success Institute (CSI) is experiencing an excellent enrollment of prospective freshmen with 327 currently enrolled, 100 more than last year. CSI is paying dividends by improving Fourth Class retention and enhancing academic success as well. Almost half of the incoming Fourth Class has enrolled in CSI.
In discussing the drop in the 2006 cohort graduation rate, General Hines emphasized the LEAD Plan 2018 and Blueprint strategic initiatives that have been implemented over the last three years to improve the retention rate; CSI expansion, greater tutorial support from the Academic Support Center, implementation of supplemental instruction in courses with high fail rates; and the Academic Support Center’s LEAD program to identify at-risk students and facilitate college success skills.

In updating the Board on preparation for the SACS accreditation visit, General Hines said ethical reasoning is the focus of the College’s Quality Enhancement Plan (QEP), which is a significant part of The Citadel’s 2014 reaffirmation of accreditation with the Southern Association of Colleges and Schools. In addition to supporting the College’s general education ethical reasoning learning outcomes, the focus on ethical reasoning aligns well with the College’s strategic plan and its mission of developing principled leaders. The SACS faculty/staff and cadet QEP teams have been working very hard throughout the year developing a four-year quality enhancement plan for developing ethical reasoning skills. The dedicated efforts of the QEP team will result in the implementation of a robust four-year curriculum on ethical reasoning beginning in the fall of 2014.

General Hines briefly discussed the ongoing work by the faculty design teams this summer to construct the ethical reasoning curriculum and stated how impressed he was with their passion and commitment to the process. To complete the teams’ make up for SACS, seven students from the incoming freshmen class will be integrated into the teams in the fall. He said what The Citadel is doing is truly distinctive.

The 2013 alumni survey was discussed: out of 5,000 alumni contacted, 943 responded. Almost 90% would choose to come to The Citadel if they could make their college choice over and there was universal support for the cadet aspects of character and disciplined instilled by the College. CGC alumni had a high level of enthusiasm for the school and General Hines noted the excellent job Dean Robert McNamara was doing to make CGC students feel part of the College.

Due to time constraints, the meeting was recessed to reconvene at 0830 hours on 8 June 2013.

The meeting reconvened at 0830 hours on 8 June in the Board Room, Jenkins Hall.

Chair Snyder opened the meeting by calling on Chaplain Harris for an invocation.

Chair Snyder reminded the Board of the joint meeting with The Citadel Foundation Board of Directors scheduled for Thursday, 13 June in the Regimental Commanders’ Riverview Room.

General Hines introduced Major Mike Barth, a professor in the School of Business, who is the current Chair of the Faculty Council.
Committee reports continued from Friday, with Chair Snyder calling on Colonel Love, Chair of the External Affairs Committee.

Colonel Love reported the request for an additional $1.5 million from the legislature for the Cadet Accountability System had been approved. The state budget now goes to the governor for approval and if the line item in the budget is not vetoed, this will free up College funds to support LEAD Plan 2018 strategic initiatives. Colonel Love reminded Board members to thank legislators for their continuing support of The Citadel.

General Steele, Chair of the Strategic Planning Committee, called on the Provost, General Hines, for his update. General Hines reviewed with the Board the following critical actions steps essential to LEAD Plan 2018:

- Finalize The Citadel Foundation financial commitment and distribution plan to support LEAD Plan 2018
- Designate BOV representatives for each line of effort
- Finalize BOV restructure to accomplish LEAD Plan 2018

General Hines then reviewed the key Year One LEAD Plan 2018 accomplishments:

- Implementation of the new four-year leader development model
- Development of a ten-year SACS Quality Enhancement Plan on ethical reasoning
- Recognition of The Citadel’s service learning program on President Obama’s Higher Education Community Service Honor Roll
- Design of a new online STEM Education Interdisciplinary Master’s Degree program
- Creation of a new CGC Associate Dean of Student Engagement and concept design of a new CGC student gathering place
- Expansion of student retention programs
- Acquisition of the Banner Student Retention and Performance software
- Expansion of The Citadel Success Institute
- Implementation of a staff scholarship program for external degree programs
- Launch of a campus National Coalition Building Institute Team

As we move into the execution of LEAD Plan 2018, we must be cognizant of capturing the essence of the plan in order to ensure Board and administration continuity to develop the next evolution of the LEAD Plan.
In reviewing internal funding for LEAD Plan 2018, he noted that for planning purposes an assumption was made that there would be a 3.16% tuition increase. He advised the Board that reduction of this amount will result in some initiatives not being funded. General Hines was thanked and a general discussion of the strategic plan followed.

Mr. Watts was called on to brief the committee on the progress being made for TCF’s annual contribution to LEAD Plan 2018.

Significant progress has been made to develop an infrastructure at TCF to raise the funds to support LEAD Plan 2018. He outlined steps taken to date and stated that TCF’s goal was to have the $4 million to support LEAD Plan 2018 raised by the end of December 2013 and distributed to the College by June 2014. A more detailed presentation will be made at the 13 June joint meeting.

Mr. Gibson was called on for remarks.

Mr. Gibson updated the Board on CAA activities, pointing out a successful Legislative BBQ and on-going efforts to track alumni whose locations are currently unknown. He emphasized the efforts underway to integrate CCG graduates into CAA and reviewed ongoing activities within the association. He highlighted association financial efforts to ensure all eligible seniors received rings and that CAA was developing its own strategic plan to support the College’s plan. Recent changes to CAA by-laws will allow alumni Board members elected in 2013 to be re-elected for a second term. He also reported that CAA was coordinating with TCF to develop a program to recognize deceased members. He closed by reporting the ring statute refurbishment by Balfour is on track and return of the statue is expected before classes start.

Mr. Larry Leckonby, Director of Intercollegiate Athletics, was called on for remarks from The Citadel Brigadier Foundation (TCBF).

Mr. Leckonby conveyed greetings from Mr. Foster McKissick, President of TCBF, who regretted he was unable to attend. Mr. Leckonby thanked Mr. McKissick for his sterling leadership over the past two years.

Mr. Leckonby highlighted how well the partnership with TCF was progressing and was highly complimentary of the efforts being made to integrate TCBF record keeping with TCF. This past year was TCBF’s best fundraising year, with over $2.4 million being raised. The Endowed Scholarship fundraising also did well, raising $962,000 against a $1 million goal. The Scholarship Endowment now stands at $10.2 million - up from $6.4 million five years ago.

Colonel Jenkinson encouraged all Board members to support TCBF.

Mr. Watts was called on for remarks.
Mr. Watts, having previously addressed the Board, seconded Mr. Leckoby’s remarks, expressing appreciation for the ongoing coordination and collaboration between TCBF and TCF to integrate the major aspects of the College’s fundraising into TCF.

There being no further business, the meeting was adjourned at 0915 hours and the Board immediately transitioned to the Annual Meeting.

Respectfully submitted,

Myron C. Harrington, Jr.
Colonel, USMC (Retired)
Secretary to the Board of Visitors