THE CITADEL BOARD OF VISITORS
COMMITTEE MEETING MINUTES
8 AND 9 JUNE 2012

The Citadel Board of Visitors held a meeting in the Scarborough Multimedia Room, Holiday Alumni Center, at 0830 hours on 8 June 2012 to receive committee reports.

The following members were present: Colonel Douglas A. Snyder, Chair; Colonel Glenn D. Addison, Vice Chair; Colonel Allison Dean Love; Colonel Fred L. Price, Jr.; Lieutenant Colonel Ben W. Legare, Jr.; Lieutenant General W. Michael Steele; Colonel Dylan W. Goff; Lieutenant General John B. Sams, Jr.; Colonel Tecumseh Hooper; and the Honorable Mick Zais, State Superintendent of Education. Also in attendance were President John W. Rosa; senior members of his staff; Mr. Frank Gibson, representing The Citadel Alumni Association; Dr. John Palms, representing the Institutional Program Assessment Committee (IPAC); and Mr. Taylor Bennett and Ms. Tracie Weber, representing the Student Government Association of The Citadel Graduate College.

Voting members absent: Colonel W. Thomas McQueeney and Colonel James M. McQuilla.

The meeting followed the agenda at enclosure 1.

Mr. Mark Brandenburg, General Counsel, stated that the meeting was in compliance with the Freedom of Information Act in that notice had been posted in accordance with called meeting procedures, and local media sources were appropriately notified.

A quorum was present.

Chair Snyder opened the meeting by thanking Board committees and the administration for all their splendid efforts in preparing for the annual meeting. He then called for a motion to go into executive session for legal matters.

Motion made by Colonel Love, seconded by General Sams, and unanimously passed.

Motion to come out of executive session made by Colonel Goff, seconded by Colonel Legare, and unanimously passed.

Mr. Bennett, outgoing president of the Student Government Association of The Citadel Graduate College (CGC), introduced the new president, Ms. Tracie Weber, who was welcomed by the Chair.

Audit Committee Chair, Colonel Goff, was called on for his report:

Colonel Goff reported that there have been a total of twelve hotline allegations during fiscal year 2012, with one being in the fraud category, five being in the waste category, and the remaining six in the abuse category. All twelve items have been closed with no significant items having been substantiated.
Colonel Goff reported that internal audit procedures on Citadel accounts payable and vendor analysis, the Tailor Shop inventory counts, and the football ticket sales reconciliation were also completed with minimal variances noted. Further internal audit reports on Financial Aid, the Bessie Daniel Scholarship, and the Cadet Store inventory counts will be issued before year-end.

He closed by reporting that the hours for the internal auditor had been increased to 28 with the concurrence of the Audit Department of the Medical University of South Carolina.

Strategic Planning Committee Chair, General Steele, was called on for his report:

Chair Steele opened by reviewing past strategic planning efforts by the committee and administration, the lessons learned from Blueprint I and the resulting BOV guidance to the administration which has been integrated into Blueprint II. He pointed out that the following parameters of Blueprint II had been approved; a longer time line (6 years), specific end states declared, strategic initiatives with Vice President accountability established, and integrating Lines of Effort established with senior leadership accountability.

General Hines was called on to review Lines of Effort and senior leadership accountability.

General Hines pointed out that initial staff and faculty input for Blueprint II (2012-2018) had resulted in 258 proposed funded actions at an estimated cost of over $130 million. A total of sixty-five of these proposed actions were adopted; prioritized and projected funding of approximately $50 million was identified. This does not include our major facilities project of a new Capers Hall which will depend on the legislature passing a bond bill.

The $50 million would come from fundraising, grants and tuition and fee increases, and $1 million from the College’s E & G budget.

General Hines, commenting on assessment of the plan, pointed out that unlike Blueprint I, Blueprint II key performance indicators had been refined and included in the plan’s priorities as well as funding resources. The administration continues to develop metrics; a brief on the metrics will be presented at the September Board meeting.

In discussing appropriate BOV committee structure to support Blueprint II, it was pointed out that General Elzey and Vice Chair Addison had concluded the Executive Committees of the BOV and The Citadel Foundation (TCF) should meet and discuss relative issues. Such a meeting would be beneficial in helping to shape the strategic plan and the forthcoming capital campaign. The meeting is pending.

General Steele discussed a potential name change for the strategic plan and called on Mr. Mark Danes from the Office of External Affairs for comment.
Mr. Danes addressed the need to tie the strategic plan and the forthcoming capital campaign together. He then presented a proposal to “unify” The Citadel brand called LEAD standing for: Leadership, Excellence, and Academic Distinction. The proposed name change was discussed but a decision to change the name was taken under consideration by the administration.

General Steele closed by briefly discussing the committee’s motion, recommending approval of the strategic plan, which will be an action item at tomorrow’s meeting.

Chair Legare of the Customs and Regulations Committee was called on for his report:

Chair Legare opened by calling on Colonel Mercado for his update.

Colonel Mercado reviewed cadet discipline this year as compared to last year and discussed trends in the respective areas of Suitability Hearings, Class I Hearings and Commandant’s Boards.

The Commandant stressed the following as being of significant interest to the Board:

- Alcohol use and abuse continues to be a challenge. Fourth Class infractions made up 38% of incidents as compared to 8% for seniors. Infractions for minors were up 27% and on-campus use was up 24%.
- In regards to suspensions, dismissals and expulsions, if the Board were to hear all cases there would have been a 68% increase in BOV hearings. In reviewing the five-year trend line, the BOV would have averaged 32 cases per year.
- Fourth Class Retention has improved to 85.69%; however, the Commandant will review Third Battalion which leads Corps in attrition to determine what the problems are.
- Five-year trend line for Fourth Class Retention shows gradual improvement.
- Random drug testing program has increased from 119 cadets tested in 2007-08 to 650 in 2011-12, which reflects a more aggressive approach.
- As to be expected, positive drug test results rose 17.4% attributed to increased number of cadets tested.
- Sexual harassment and sexual assault incidents are down this year, but five-year trend line is up due to two cadets in five separate incidents involving seven different victims.
- Nine percent of the Corps utilized the Counseling Center primarily for drug and alcohol, anxiety and depression situations.
- Unexcused class absences dropped this year due to increased due diligence by cadet academic officers.

Colonel Mercado then presented his assessment of the Corps over the past three years.
He emphasized that his department is insisting on "one standard" regardless of class and his message to the Corps remains the same, "achieve/exceed standards and follow the rules." The Corps has gradually bought into his philosophy as trend indicators show positive in both objective areas of measurement and in subjective areas of good order and discipline. He went on to say that 85% of the Corps is committed to achieving success and that his challenge is to move the remaining 15% into adhering to The Citadel way. He is pleased that leadership positives within the Corps outweigh the negatives. In order to give cadets room to grow, make mistakes, learn and move forward, he plans next year to focus on instilling a balanced approach between discipline and leadership and emphasizing that leaders lead their peers rather than being led by them. His major goal will be to transition the Commandant’s Department from a perception of discipline to one of leader development.

His bottom line is that the culture of the Corps is changing and will improve with their understanding of actions and consequences, and accentuating positive accomplishments as cadets. He closed by pointing out the need for a full time Alcohol and Drug Abuse Coordinator for the Corps.

At this time a teleconference was conducted with Ms. Heather Pope, S. C. State Budget and Control Board Office of Human Resources, who provided a comprehensive brief for BOV members on the process of the Agency Head Evaluation.

Following the Agency Head Evaluation brief, the Board recessed for lunch.

The meeting reconvened at 1315 hours.

Chair Snyder called on Colonel Legare to present proposed changes to the College Regulations.

Colonel Legare reviewed each of the proposed changes by providing a description of the change, laid out the rationale for each change, and affirmed that each proposed change had been thoroughly reviewed by the administration and legal counsel.

He then called on Provost, General Hines, to review accreditation concerns regarding the changing on the current cadet disciplinary appeals process.

General Hines prefaced his comments by telling the Board that he had discussed this matter with a member of the Association of Governing Boards who also had served as a college president for over twenty years.

General Hines informed the Board that the Southern Association of Colleges and Schools (SACS) Standard 3.2.4 states that the governing board is free from political, religious, or other external bodies and protects the institution from such influence.
His key point is an integrity principle, where we must guard against external influence; that, if we believe a conflict exists, we would need to report external influence on the College’s self-assessment for the SACS visit so we would be on record as identifying the issue.

Following discussion, it was determined that the Board would vote on the issue at its Saturday meeting and appropriate steps would be taken to resolve the issue pending vote results.

Colonel Love, Chair of the Education Committee, was called on for her report:

Chair Love called on General Hines for his update.

General Hines reported that, academically, he saw incremental improvement in all classes. He attributed this to academic initiatives initiated by the College; increased enrollment in The Citadel Success Institute, the award-winning Academic Support Center staff; “hands on” efforts by faculty and cadet academic officers; and the individual motivation of the cadets to excel. In reviewing graduation rates, he pointed out that we still lead the state in four-year graduation rates but have fallen slightly behind Clemson in the six-year category. In reviewing the academic programs, he explained the General Education Program, which is the heart of the College’s core curriculum of Math, English, History, Science, and Social Science, provides a liberal arts foundation as well as developing intellectual and cognitive skills every student needs.

He discussed learning outcomes expected from students after completing the General Education Program and noted that these outcomes were tied to national standards which allows comparison with peer institutions. Another measurement tool used to measure student learning growth over the four years is the Collegiate Learning Assessment which measures progress from freshman to senior year. These assessments also support our preparation for SACS reaccreditation in 2014. He noted that the faculty had overwhelmingly been supportive of the General Education “core curriculum” and evaluation rubrics. In discussing online courses, General Hines reported that this summer the College offered 37 courses compared to five last summer which provides for a broader diversity of courses. To effectively manage the online program a Faculty Advisory Board has been constituted to develop a College Education Policy which would conform with U.S. Department of Education policy.

General Hines then outlined the steps underway to ready the College for the SACS reaccreditation process in 2014; an accreditation organizational structure has been put in place, teams to support the structure have been selected and organized. Additionally, the College’s QEP topic is being selected. The President and the College’s accreditation leadership team went to Atlanta on 4 June for a SACS workshop.

In closing, General Hines reviewed admissions for 2012-2013 which are again on a record-breaking pace with an expectation of at least 750 new cadets enrolling.
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In the general discussion that followed, the proposed Citadel Graduate College tuition increase was discussed, with insightful comments from Mr. Bennett and Ms. Weber.

Dr. John Palms, Chairman of the IPAC committee, was called on to provide a status report to the Board. The IPAC panels are working to ensure that all areas of the College are in compliance with internal as well as external policies and that risks are being appropriately mitigated. The IPAC findings will assist the College in enhancing the value of the College, help alumni better understand what the College is today, develop young men and women of quality and character for service to our state, and help them develop an attitude like that of our World War II veterans of building the nation, not self.

President Rosa followed up on Dr. Palms’ remarks by saying he was monitoring closely the IPAC panels and had already received interim reports that had been acted on. A detailed IPAC report will be provided to the Board at the September meeting.

Director of Intercollegiate Athletics, Mr. Larry Leckonby, was called on to present the Athletics Committee report.

Mr. Leckonby opened by reviewing spring sports results which, in his words, “were not competitive with only baseball and men’s track meeting their goals.” His good news was that Corps Squad cadets had outperformed the Corps in overall grade point ratio’s by attaining a 3.04 GPA compared to a 2.96.

He attributed this success to:

1. The Academic Support Center
2. Mr. James B. Weber, who works in the Academic support Center, and who has been a significant factor in assisting student athletes
3. Mr. Robert L. Acunto, Assistant Athletics Director for Compliance and Academics
4. Major Lloyd A. “Chip” Taylor, Athletics faculty representative
5. The prior identification of 16 at-risk student athletes
6. Summer school for incoming freshman football players
7. Time management skills of athletes

Mr. Leckonby reviewed the FY 12 total revenue projections. He has projected the department will come in with an annual operating budget that will be balanced. He noted that overall athletic fundraising was down this year; however, this April was the best giving month in the history of The Citadel Brigadier Foundation. He complimented Mr. Geoff Von Dollen, Senior Associate Athletic Director, and his staff for doing an excellent job in cutting expenses to match the loss in revenues.

Mr Leckonby briefed the proposed FY 13 budget proposal. It reflected an estimated 3% increase in needed support for athletic scholarships based on expected raising of in-state tuition rates for
next year. Next year’s football “money game” will be with North Carolina State. The expected return on that game will be higher than what we received from our game with South Carolina this year. He reported that in 2013 we will have two “money games” - Clemson and East Carolina. In 2014, we will play Florida State. With only five home football games next year, we will lose an additional $100,000 in expected revenues. We will make up part of this loss in revenues with a third guaranteed basketball money game. We must sell more tickets to all venues, and there needs to be a focus on marketing special events to be held in athletic facilities that will generate revenues. Next year will be a very tight budget year.

He closed by explaining to the Board the new “priority points” system and football parking assignments.

General Steele briefed the committee’s recommended athletic budget to be voted on Saturday.

Colonel Hooper, Chair of the Finance Committee, was called on for his report.

Chair Hooper opened his remarks by updating the Board on the Brittlebank property proceeds. Mr. Rick Harmon, Senior Assistant State Treasurer, informed Chair Hooper that the proceeds could not be transferred from The Citadel to The Citadel Trust since it would exceed the $20 million statutory authorization. Chair Hooper indicated in his conversation with Mr. Harmon, an offer was made by Mr. Harmon to assist in drafting a letter to the State Legislature requesting the $20 million statutory authorization be either increased or eliminated. Until that authorization is finalized, the Brittlebank proceeds will remain unspent and in a segregated account at The Citadel.

Chair Hooper called on General Elzey to present the proposed FY 13 budget.

General Elzey briefed the budget status by reviewing slides summarizing the pertinent data. The following items were highlighted:

- State appropriations should remain stable at $8.4 million with no mid-year or end-of-year cuts anticipated. The Citadel has requested additional appropriations of $1.2 million for deferred maintenance and $200,000 to secure the Jenkins Hall Arms Room in accordance with Department of Defense regulations.
- State mandated cost-of-living adjustment of 2% to 3% is being considered. The Citadel would be responsible for 79% of the costs (between $594,000 and $891,000).
- The State Senate Finance Committee Chair has set a mandatory fee increase ceiling at 3.15%.
General Elzey presented a comprehensive analysis of the annual operating budget proposals for FY 12/13:

- The recommended budget proposal for $98,262,694 was developed in accordance with the Boston Consulting Group recommendations for financial stability. This budget includes an in-state undergraduate tuition and fee increase of 3.0% and a 6.4% increase in graduate and out-of-state undergraduate tuition and fees.

General Elzey next provided an update on The Citadel Foundation (TCF) FY 12/13 supplemental grant request. TCF has approved the remaining $1.4 million of the original $5.0 million grant request. Progress reporting of the second-year initiatives funded by this grant will commence in September or October 2012.

Following General Elzey’s presentation, there was a general discussion by the Board regarding the multitude of issues which impact the budget; revenue assumptions to meet budget requirements, reserve funds, the magnitude of our deferred maintenance account, and the need to be formulating the FY 14 budget now. The majority of the discussion time centered on the pro and cons for tuition increases for both undergraduate and graduate schools.

Ms. Weber presented the Board with her perception of The CGC and a request to not raise CGC tuition rates significantly.

There being no further business, the meeting adjourned at 1810 hours to be reconvened at 0830 hours on 9 June to complete the agenda.

The Board of Visitors Committee meeting was reconvened at 0830 hours, 9 June 2012.

A presentation was made by the Provost, Brigadier General Hines, and Board members General Steele and General Sams, as part of the Special Recognition Committee meeting. They presented the Class of 1967 plans for a War Memorial Plaza to memorialize Citadel war dead. The plan was developed in collaboration with The Citadel Foundation. The depicted artist’s rendering of the proposed memorial and the fundraising potential of the project was well received by the Board. General Sams emphasized that the Class of 1967 would be using this as a 50th reunion class project, but the class desired to be treated on an equal recognition basis with other contributing classes. The committee recommended approval of the proposed memorial and will present a motion for action at the Board meeting.

The proposed changes to the College’s Naming Rights Policy were presented and reviewed and will be an action item at the Board meeting.
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There being no further committee business, the meeting was adjourned at 0855 hours.

Respectfully submitted,

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