THE CITADEL BOARD OF VISITORS  
MEETING MINUTES  
9 JUNE 2012

The Citadel Board of Visitors held its annual meeting in the Scarborough Multimedia Room, Holliday Alumni Center, at 0900 hours on 9 June 2012 to receive the President’s report and vote on committee action items.

The following members were present: Colonel Douglas A. Snyder, 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; the Honorable Mick Zais, State Superintendent of Education; and Chairman Emeritus, Colonel Leonard C. Fulghum, Jr. Also in attendance were President John W. Rosa; senior members of The Citadel staff; and Mr. Frank Gibson, representing The Citadel Alumni Association.

Voting members absent: Colonel Glenn D. Addison, Vice Chair; 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. Local media sources were appropriately notified.

A quorum was present.

Chair Snyder called on Chaplain Harris for an invocation.

Chair Snyder called for a motion to approve the following minutes: 27 April, 28 April and 4 May 2012.

Motion to approve the minutes made by Colonel Love, seconded by Colonel Goff, and unanimously approved.

Chair Snyder called on the President for his report.

President Rosa expressed his pride in the performance of the Corps this year; academic achievements were up and disciplinary indicators were on a downward trend for the most part. He noted the professionalism of the staff in performing admirably with budget limitations and personnel restraints. Specifically, he reviewed the progress made by the first phase of the strategic plan, and his optimism for the continuation of the next phase to further strengthen the College. He stressed the necessity for expanded fundraising capability to support the strategic plan.
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Colonel Joseph W. Trez, Director of The Citadel Staff, was recognized and praised by the President for his superior achievements and contributions to the College. Colonel Trez will become the Executive Director of the Krause Center for Leadership and Ethics on 1 July.

The President closed by discussing the need for the Board and administration to all be in sync as we move forward to approve the strategic plan and the FY 2012-13 budget as well as strengthening and structuring of the Board to meet and defeat all challenges to the College.

Mr. Gibson, Vice President of The Citadel Alumni Association (CAA), was called on for remarks.

Mr. Gibson reported that CAA was doing well, would hold a planning retreat at Wampee later in the fall, and that he was working with the administration to facilitate integrating more of the graduate students into association activities. He noted this year the largest number of rings had been ordered by both cadets and graduate students.

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

Mr. Leckonby said fundraising was holding steady at the previous year’s marks but was not increasing. He expressed optimism that with a dedicated athletic fundraiser now with The Citadel Foundation (TCF), improvement would be forthcoming. This will also allow for a coordinated TCF and TCBF effort to maximize capabilities. He noted TCBF’s by-laws have been amended to allow for a two-year tenure for the position of president. Mr. A. Foster McKissick, current president, has agreed to serve the additional year.

Mr. Claudius E. Watts, IV, Chairman of The Citadel Foundation, was called on for remarks.

Mr. Watts followed up on Mr. Leckonby’s remarks on athletic fundraising noting that there was an increased level of activity in that area now that a full-time athletic fundraiser was with TCF. Planning for a major capital campaign to support Blueprint II is underway. He reported that TCF had raised $8.7 million through May. He addressed leadership changes within TCF, noting Chief Financial Officer, Tom Walker, and Chief Executive Officer, Dennis Bergvall, would be moving on to pursue other opportunities this summer. An interim CEO will be named shortly.

Chair Snyder called on committees with action items to make their reports.

General Steele, Vice Chair of the Athletics Committee, presented the following motion:

MOTION

“That the Board of Visitors approves an athletic budget of $10,557,085 for fiscal year 2012-13.”
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The motion was seconded. Following discussion, the motion passed unanimously.

General Steele, Chair of the Strategic Planning Committee, presented the following motion:

MOTION

“That the Board of Visitors approves the Strategic Plan for 2012-2018 as developed by the administration in coordination with the Strategic Planning Committee and as presented to the Board of Visitors on 8 June 2012.”

The motion was seconded. Following discussion, the motion passed unanimously.

Colonel Hooper, Chair of the Finance Committee, presented the following motion:

MOTION

“That the Board of Visitors approves an annual operating budget of $98,533,235 for fiscal year 2012-13. This requested action includes: approval of the balanced E & G and Auxiliary budgets; approval of the Athletics Operations budget and Athletics Grants budget with supplement from Auxiliaries and Unrestricted Funds”

The motion was seconded. Following discussion, the motion passed with a 6-3 vote.

Note: During discussion, the Board was in agreement that $110,000 be reduced from the budget to support tuition reduction for The Citadel Graduate College.

Colonel Goff, for the Special Recognition Committee, made the following motion, seconded by Colonel Price:

MOTION

“That the Board of Visitors approves the recommended changes to the BOV Naming Rights Policy as outlined in the track changes version of the document as presented.”

Following discussion, the motion passed unanimously.
Colonel Goff, for the Special Recognition Committee, made the following motion, seconded by Colonel Price:

**MOTION**

“That the Citadel Board of Visitors approves The Citadel War Memorial proposal to include: a five-year campaign to design and build a war memorial, and that the administration and TCF begin a silent fundraising effort for this project.”

Following discussion, the motion passed unanimously.

Colonel Legare, Chair of the Customs and Regulations Committee, presented the following motion:

**MOTION**

“That the Board of Visitors approves the recommended changes to the College Regulations as outlined in the track changes version of the document as recommended by the Customs and Regulations Committee and depicted on the attached matrix with the exception of the changes to, Section VI, paragraph 5 pertaining to appeals, Section VII, paragraph 3.g and 3.h. pertaining to voting by telephone or electronic means.”

The motion was seconded. Following discussion, the motion passed unanimously.

Colonel Legare, Chair of the Customs and Regulations Committee, presented the following motion:

**MOTION**

“That the Board of Visitors approves the recommended changes to the College Regulations as recommended by the Customs and Regulations Committee as outlined in Section VII, paragraph 5.a. pertaining to reinstatement as stated in the tracked changes edition reviewed in the Customs and Regulations Committee report on 8 June 2009.”

The motion was seconded. Following discussion, the motion failed by 3-5 vote.

Colonel Legare, Chair of the Customs and Regulations Committee, presented the following motion:

**MOTION**

“That the Board of Visitors approves the recommended changes to the College Regulations pertaining to section VI, paragraph 5.a. pertaining to appeals as recommended by the Customs and Regulations Committee and as stated in the track changes edition provided.”
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During discussion, Colonel Goff moved to amend the pending motion to:

“Grant the Board of Visitors plenary authority over appeals to include the adjustment of punishments.”

Colonel Love seconded the motion to amend and it passed unanimously.

Following further discussion, the amended motion failed by a 3-5 vote.

General Sams was called on to brief the Board regarding the Association of Governing Boards’ “Best Practices for Enterprise Risk Management.”

General Sams’ presentation reviewed the inherent risk associated with achieving a desired end state and the necessity to be able to deal effectively with risk in a pragmatic way to ensure accomplishment of the desired end state. He defined the five types of risk, pointing out successful organizations must take risk and most opportunities are, by nature, risky. Organizational risk need to be identified, assessed and resolved at the lowest level possible with the most critical being filtered to senior leadership for decision making. For an organization to effectively mitigate risk, an appropriate governance structure must be aligned to support the administration to meet the desired end state.

President Rosa followed up the presentation by General Sams by outlining what the College is doing to mitigate risk: the Institutional Program Assessment Committees are analyzing programs to identify and resolve risk associated with compliance with accreditation and institutional standards; continuous monitoring by vice presidents to identify and prioritize risk for top level resolution; and top level encouragement and support for department and section heads to resolve risk at the lowest level possible.

Chair Snyder called for nominations for the position of Board Vice Chair.

Colonel Goff nominated Colonel Price, seconded by Colonel Love.

There being no further nominations, a secret vote was taken in accordance with College Regulations and Colonel Price was unanimously elected.

Chair Snyder called for a motion to go into executive session to discuss the President’s annual evaluation.

Motion made by Colonel Goff, seconded by Colonel Price, and unanimously passed.

Motion to come out of executive session made by Colonel Love, seconded by Colonel Goff, and unanimously passed.
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Colonel Fulghum, Chairman Emeritus and Chair of the Trustees Committee, presented the following motion:

MOTION

"That the Board of Visitors approves the awarding of $33,000 from the Daniel Fund to the first-time applicants as listed in the summary and as submitted to the Trustees."

Following discussion, the motion passed unanimously.

A draft of the Board meeting dates for 2012 – 2013 was reviewed. The listing will be finalized by the Chair and published later.

There being no further business, the meeting adjourned at 1350 hours.

Respectfully submitted,

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