

THE CITADEL BOARD OF VISITORS  
OFFSITE MEETING MINUTES  
3 AND 4 AUGUST 2017

The Citadel Board of Visitors (BOV) held meetings at the Wampee Conference and Retreat Center in Pinopolis, SC on 3 and 4 August 2017 to: receive updates on the presidential search; Quarters One improvements and transition plan; discuss the formation of a new standing committee; receive updates from The Citadel Trust, athletics, the Johnson Hagood East Side Stands, and The Citadel Success Institute (CSI); hear presentations on emerging trends in higher education and strategic planning; and to discuss LEAD 2024 vision and mission statements. The BOV also heard reports from the President and The Citadel Foundation (TCF); held an executive session to discuss personnel matters; and discussed other Board matters.

The following Board members were present on 3 August 2017: Colonel Fred L. Price, Jr., Chair; Colonel Myron C. Harrington, Jr., Vice Chair; Colonel Allison Dean Love; Colonel Peter M. McCoy, Sr.; Colonel L. E. "Gene" Pinson; Colonel Greg A. Lapointe; Colonel Stanley L. Myers, Sr.; Colonel John C. Dominick; Colonel James H. Harrison; member emeritus Colonel Douglas A. Snyder; and Mr. Claudius E. Watts, IV, Chairman, The Citadel Foundation (TCF). Also in attendance were: Lieutenant General John W. Rosa, President; Brigadier General Connie L. Book, Provost and Dean of the College; Colonel Thomas G. Philipkosky, Senior Vice President for Operations and Administration; Captain Eugene "Geno" Paluso, Commandant of Cadets; Mr. Jim Senter, Director of Intercollegiate Athletics; Dr. John P. "Jay" Dowd, III, Vice President for Institutional Advancement; Colonel John L. Dorrian, Vice President for Communications and Marketing; Colonel James N. Openshaw, Interim Vice President for Finance and Business; Mr. Mark C. Brandenburg, General Counsel; Mrs. Ashley Witherspoon, President's Assistant for Board Matters; and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors.

Presenters during the 3 August meeting: Mr. John Darby and Mr. Jeff Kidd of The Citadel Real Estate Foundation (TCREF) during the morning session; and Colonel Mark A. Beensee, Associate Provost for Academic Affairs, and Colonel Tara Hornor, Associate Provost for Planning, Assessment and Evaluation and Dean of Enrollment Management during the afternoon session.

Voting members absent: Colonel Dylan W. Goff. A quorum was present.

The meeting followed the agenda at enclosure 1.

The meeting was in compliance with the Freedom of Information Act in that notice had been posted 24 hours in advance in Bond Hall and on the college website and local media sources were notified at the same time by electronic means.

Chair Price opened the meeting at 8:35 a.m. in the Board Room. There was a moment of silence in memory of recently-deceased Board member, Colonel Robert H. Nuttall, Sr. Colonel Harrington read a prayer that had been written by Colonel Nuttall and led "The Pledge of Allegiance."

Chair Price welcomed everyone and said he was honored to serve as Chair of the Board of Visitors. He thanked the staff for their efforts in putting together the information to be presented during the retreat and congratulated Colonel Myers on his promotion in the National Guard. The agenda and schedule of the day's events was reviewed.

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General Rosa introduced Colonel Dorrian and Colonel Openshaw to the Board.

Chair Price gave an update on the presidential search. He asked the Board to submit suggestions of what they believe the college is looking for in a presidential candidate. Colonel Philipkosky will forward to the Board the proposed advertisement for the position.

A review of the expenses for the proposed transition maintenance to Quarters One was presented by Colonel Philipkosky. General Rosa noted the current house was built in 1954 and would take two years to rebuild.

The intent of creating a new standing committee, Finance and Audit, is for oversight of financial matters. This is the first time the Board has looked at what is working within the current committee structure since the reduction in the number of committees several years ago. Colonel Lapointe recommended a work group be established to determine the form and function of a possible Board committee, and to avoid redundancy. At a minimum, the committee needs to be tactical - narrower in oversight with an emphasis on the audit function. The committee would also provide another outlet for reporting of potential fraud.

A work group consisting of Colonel Lapointe, Colonel Harrington, and Colonel Snyder will focus on those guidelines and will report back to the Board at the September meeting; Colonel Philipkosky will act as liaison.

Colonel Harrington moved:

**MOTION**

*"That the Board of Visitors authorizes the formation of a working group to review financial aspects of the Board structure."*

The motion was seconded and unanimously approved by the voting members in attendance: Price, Harrington, Love, McCoy, Pinson, Lapointe, Myers, Dominick, and Harrison.

Colonel Openshaw gave an overview of The Citadel Trust, including the history of the non-profit corporation, cash flows, end of year balances, unrestricted gifts, spend rates, and sources and uses.

During the discussion that followed, General Rosa noted the importance of putting together a long-term plan for the Trust. Donors are now giving to specific items within the LEAD 2018 Plan rather than to unrestricted funds. Restricted dollars could be moved to TCF and have the Trust focus on unrestricted funds.

Mr. Senter reported the athletic cadre is back on campus and is doing well. The basketball team will be going on a tour of the Dominican Republic, which will be funded by the proceeds from the Florida State game. Maybank Field has new turf, thanks to a gift from Mr. Bill Sansom. The seats on the East Side of the stadium will be ready for the 7 October football game; visitors will be put in the northwest corner of the stadium for the first two games. Although scheduling ACC games has become more difficult, games against Clemson have been set for the 2020 and

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2024 seasons. The new baseball coach is doing well and is busy on the recruiting trail. We will have instant replay at football games this year at a cost of \$15,000.

General Book gave a review of the progress of The Citadel Success Institute (CSI), held on 5 through 28 July. There was a record enrollment, with 260 students completing the course, and 100% passing the PT requirements. The attendance figures mirror the college's enrollment, with \$45,000 in scholarships awarded.

Mr. Darby and Mr. Kidd reviewed potential East Side Stands improvements, including short and long term project goals and objectives, with a time line; various options, including office and residence elements; and next actions. Mr. Darby said a better idea on the schedule and a more realistic timeline would be provided to the Board at the September meeting.

A special meeting of the BOV will be scheduled for Monday, 7 August, to approve moving forward with the development process.

The meeting adjourned for lunch at 11:45 a.m. to be reconvened at 1 p.m.

General Book presented information from a seminar on higher education she attended this summer. She discussed several trends in higher education: the decreasing number of potential students, the reason for attending college is more jobs focused, and the need for colleges to create innovative curriculum pathways.

General Rosa reviewed the evolution of strategic planning at The Citadel, beginning with the "Strategic Vision to the Year 2042," to The Citadel Blueprint (2009-2012), to LEAD 2018 (2012-2018).

Board members divided into two groups to do a table exercise in headline writing for the LEAD 2024 strategic plan. The results were shared with both groups.

Colonel Bebensee reviewed the strategic plan visions of several peer institutions, followed by Colonel Hornor's outline of strategic planning conversations on campus regarding the college's mission statement with recommendations from the campus community.

A discussion of both the vision and mission statements followed. General Book will prepare a draft for presentation at the September BOV meeting, with a final version presented for approval at the January 2018 meeting.

The Board discussed abatements, tuition discounts, and waivers.

Colonel Lapointe commented on the progress TCREF has made, saying The Citadel was late in setting up the foundation compared to other South Carolina colleges; however, they have made great strides in a short period of time.

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Mr. Brandenburg informed the Board he received a letter from an outside group concerning the Christian flag in Summerall Chapel. He stated he would brief the BOV on the letter at the September meeting.

The meeting adjourned at 4:45 p.m. to reconvene the following morning.

The meeting reconvened on 4 August 2017 at 8:30 a.m. in the Board Room at the Wampee Conference and Retreat Center.

The following Board members were present on 4 August: Colonel Fred L. Price, Jr., Chair; Colonel Myron C. Harrington, Jr., Vice Chair; Colonel Allison Dean Love; Colonel Peter M. McCoy, Sr.; Colonel L. E. "Gene" Pinson; Colonel Greg A. Lapointe; Colonel Stanley L. Myers, Sr.; Colonel John C. Dominick; Colonel James H. Harrison; and Mr. Claudius E. Watts, IV, Chairman, The Citadel Foundation (TCF). Also in attendance were: Lieutenant General John W. Rosa, President; Dr. John P. "Jay" Dowd, III, Vice President for Institutional Advancement; Mrs. Ashley Witherspoon, President's Assistant for Board Matters; and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors.

Voting members absent: Colonel Dylan W. Goff. A quorum was present.

Chair Price called the meeting to order and reviewed the remaining agenda items. Colonel Pinson gave an invocation and led "The Pledge of Allegiance."

Colonel Harrington made a motion to change the order of items on the agenda. The motion was seconded by Colonel Love and approved unanimously by all voting members present.

Colonel Price reminded Board members of upcoming college events. He thanked General Rosa for taking time out of his schedule to participate in the retreat and for all of his hard work in furthering the success of The Citadel.

General Rosa's report highlighted:

- Closing out the capital campaign and the LEAD 2018 Plan
- Summer planning sessions conducted with the Vice Presidents
- Length of contracts for various members of the senior staff
- Suggestions for consideration during the President search, including review of the compensation package
- College has a good plan in building LEAD 2024 with a 2-3 year refresh
- Decisions about the next capital campaign must be made
- New President and spouse will "bring excitement" to the college community

Mr. Watts gave an orientation on the functions of The Citadel Foundation. He also reviewed current achievements in fundraising. Dr. Dowd noted the organization anticipates raising \$50 million by the end of the year and praised the staff for doing a great job.

General Rosa, Mr. Watts and Dr. Dowd left the meeting.

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After a brief break, Colonel Lapointe delineated the results of the BOV responses to the new auditors, Cherry Bekaert, LLP.

Colonel Love moved to go into executive session to discuss personnel matters. The motion was seconded and approved unanimously by all voting members present.

Colonel Harrison moved to come out of executive session. The motion was seconded and approved unanimously by all voting members present.

Colonel Lapointe moved:

**MOTION**

*“That the Board of Visitors approves Lt Gen Rosa’s request to serve on the Beacon Community Bank Board of Directors.”*

The motion was seconded and unanimously approved by all voting members present: Price, Harrington, Love, McCoy, Pinson, Lapointe, Dominick, and Harrison.

Colonel Price thanked everyone for their participation.

There being no further business, the meeting adjourned at noon.

Respectfully submitted,

Patricia M. Kinard  
Recording Secretary to the Board of Visitors