

**LAW OFFICES OF
JOSEPH M. McCULLOCH, JR.**

1426 RICHLAND STREET
P.O. BOX 11623
COLUMBIA, SC 29211

JOSEPH M. McCULLOCH, JR.

KATHY SCHILLACI

TELEPHONE (803) 779-0005

FACSIMILE (803) 779-0666

E-MAIL: joe@mccullochlaw.com

E-MAIL: kathy@mccullochlaw.com

**Executive Summary
04/05/13**

I am pleased today to release the Reports of Ann Franke of Wise Results, LLC and Dr. Gary Margolis of Margolis Healy, nationally recognized experts, which represent their consolidated efforts over the last six months. In those months, Ms. Franke, Dr. Margolis and their team of investigators and researchers have interviewed approximately 40 people, some several times, the interviews ranging from one to nine hours each. They have reviewed thousands of pages of documents and several hundred thousand emails, and keyword searched approximately 25,000 emails. Roughly 600-700 man hours of time were expended in this exhaustive effort.

I commend the commitment of The Citadel and its Board of Visitors, in providing support and staff resources, to facilitate this evaluation of its response to the receipt of a 2007 complaint of misconduct regarding Mr. ReVille relating to a 2002 incident. This effort by some of the best in the business has been exhaustive and thorough. There were no limitations or impediments in this independent and comprehensive review, which has led to their reports, and finding and recommendations.

In an effort to assist the Board of Visitors and the public, I have attempted a summary which follows. The reports find:

1. Ultimately, the Margolis Healy Report answers the question graphically stated in a section of the report titled "A Cover Up or Confluence of Factors?" by concluding that there appeared to be no conspiracy or decision process with an underlying purpose of concealment of the allegation. Rather, it was a well-intentioned but inadequate investigation conducted by a single administrative member, operating in a vacuum of policy or procedure, with the administration passively relying upon incomplete and sporadic progress reports which were perceived by administration to be adequate at the time, and general counsel's unilateral decision that due to the expressed position of the complainant and family desiring privacy the institution should not report.

2. The Citadel was not well prepared with an investigative policy or procedure for the receipt and handling of this type of complaint and defaulted handling to its legal counsel.
3. Legal counsel (as the Citadel's first General Counsel) was relatively new to the job and at the time was not adequately trained in the area of sexual misconduct complaints and issues, nor was there a policy for handling such. As a result, counsel did not utilize an orderly and pre-planned investigative method or rely upon an advisory committee review approach, as would have been consistent with current nationally accepted models.
4. Legal counsel did not utilize or consult existing campus expertise such as campus police, Title IX and Clery Act compliance staff.
5. The summer camp institutional staff failed in 2002 to take more stringent action upon receiving reports of rule transgressions by ReVille in 2002 (though not perceived as violations of sexual conduct at the time) and failed to document warnings to him in personnel files in 2002-2003 – thereby unintentionally hampering the subsequent 2007 investigation.
6. Staff consideration of the allegation against ReVille suffered from “believability bias” or “acquaintance bias” due to ReVille’s prominence while a cadet at The Citadel.
7. Due to lack of existing policies and insufficient training in 2007, the focus was to investigate, corroborate, and handle the matter as a civil claim without due consideration to larger social issues. This was in part due to the lack of mandated reporting requirements under these facts, the victim having achieved majority age, involvement of the victim’s family in commencing the complaint, and the expression of a desire by the victim for privacy.
8. Oversight of legal counsel’s efforts by the President and BOV were rendered less effective by the absence of protocols, requirements of written reports to senior staff, the reliance upon legal counsel’s perceived expertise, sporadic and inadequately detailed incident facts as reported to the President and BOV by legal counsel, and the remote timing of the complaint and its relationship to a camp already terminated prior to the time of the complaint.
9. The decision not to report the claim to law enforcement was one made unilaterally by general counsel due to his perception of the complaint as a “claim to be settled” – not as a larger community issue. Legal counsel’s decision in this regard was not vetted by administrative executives or reviewed due to inadequate communication of the pertinent under-lying facts and passive receipt of

information by the President and BOV. Some administration officials viewed ReVille's misconduct as involving only 1 or 2 campers.

10. After review of the SC Attorney General's investigation, the opinion of the Circuit Solicitor's office review, and a review of SC statutory and case law authority utilizing the internal legal resources of Margolis Healy and Wise Results, LLC the report concludes that there was no explicit legal requirement imposed upon The Citadel or the victim to report the complaint to government authorities, but the larger social responsibility in these matters continues to be a subject for public consideration, framed by the facts of this situation, hopefully leading to a greater awareness of the problems of sexual misconduct committed against minors and the responsibility of us all not to shrink away from objective concern and action.

The Wise Results, LLC report provides a series of recommendations for action including:

- A. Revise the institutional policy on the protection of minors. Incorporate into the policy a clearer explanation of requirements for established programs, such as day camps, and less formal activities involving minors in which Citadel students, staff, and volunteers engage.
- B. Continue the Darkness-to-Light training program on child sexual abuse which The Citadel now requires of all students, staff, and trustees. Evaluate the program's effectiveness against The Citadel's objectives.
- C. Appoint a Child Protection Officer to work on approximately a half-time basis and an oversight committee drawn from different areas of campus. The Child Protection Officer would monitor internal compliance with institutional policy and, together with the oversight committee, would provide inter-disciplinary advice and recommendations on issues ranging from individual concerns to institution-wide effectiveness of the child protection program
- D. Increase monitoring of youth-serving programs and activities as they operate, to assess whether they are satisfying requirements of the college's child protection policy.
- E. Improve internal reporting mechanisms for complaints or suspicions of child abuse and other sexual misconduct. Include an avenue for making anonymous reports. Advertise the existence of these reporting mechanisms regularly and widely, both within The Citadel and to parents of minors involved with Citadel programs and activities.

- F. Ensure that all Citadel policy on discriminations and harassment meet current legal requirements and are internally consistent.
- G. Establish more explicit reporting protocols for sexual violence, with child abuse always reported to government authorities, whether legally so required or not. In sexual violence involving adults, the best practice is to leave decisions on reporting in the hands of the victim, except in extraordinary situations. In the hybrid situation of an adult reporting having suffered sexual abuse as a child, and objecting to external reporting, address a series of factors set forth in the report. Resolve uncertainties in favor of reporting, to protect the welfare of potential future victims.
- H. Continue existing internal training on sexual violence and enhance as needed to satisfy the recommendations made by the U.S. Department of Education in its April 4, 2011 “Dear Colleague Letter” on sexual violence.
- I. Continue and, as needed, enhance internal training and commitment to the principle of nonretaliation against complaints and other whistleblowers.
- J. Continue service to children and youth in the Charleston area, the region, the state, and the nation. Use past tragedies as lessons for the future rather than as excuses to decrease or discontinue the wide variety of enrichment experiences that The Citadel provides to young people.

Joseph M. McCulloch

this 5th day of April, 2013.