The Citadel Board of Visitors (BOV) held a meeting in the Bernard Gordon Seminar Room, Grimsley Hall, at 0830 hours on 9 February 2013, to receive the President’s report, continue committee discussions and to take action on committee action items.

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 (telephonically); Colonel Dylan W. Goff; Lieutenant General John B. Sams, Jr.; Colonel Tecumseh "Tee" Hooper, Jr.; and Colonel Peter M. McCoy, Sr. Mr. Claudius E. Watts, IV, Chairman, The Citadel Foundation (TCF); Mr. Frank E. Gibson, III, President, The Citadel Alumni Association (CAA); and Mr. A. Foster McKissick, III, President, The Citadel Brigadier Foundation (TCBF), were also present. Member elect, Mr. Robert H. Nuttall, Sr., attended as an observer. Also in attendance were President John W. Rosa and senior members of The Citadel staff.

Voting members absent: none.

The meeting followed the agenda at enclosure 1.

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

Chair Snyder called the meeting to order and congratulated the administration for the activation of the Department of Engineering Project Management.

Chaplain Harris was called on for an invocation. He opened with a moment of silence in memory of Sergeant Aaron Whitman, the eighteenth Citadel graduate to die in the Global War on Terror. For his invocation, he read Psalm 91, the Soldiers’ Psalm, and gave a short history of its WW I origin.

A motion to approve the following minutes was called for: 7-8 September 2012 (BOV committee meetings); 8 September 2012 (BOV meeting); 5 October 2012; 1 November 2012; 6 November 2012; 1 December 2012; 4 January 2013; 8 January 2013; and 9 February 2013.

A motion to approve the minutes was made by Colonel Love, seconded by Colonel Price, and unanimously passed.

President Rosa was called on for his report. He opened by introducing Mr. John P. “Jay” Dowd, III, the new Vice President for Institutional Advancement and Chief Executive Officer of The Citadel Foundation.
President Rosa reported the first semester was very good, highlighted by a winning football season, high academic achievement across all classes, and no major distractions to divert the college's attention from its primary mission of developing principled leaders. He further stated retention was up in all classes, and he can see positive cultural changes taking place within the Corps. He expressed concern over cadet alcohol issues and has hired a full time substance abuse counselor to help mitigate the situation. He expressed pleasure in the extra efforts within the Athletics Department to work in concert with The Citadel Foundation to enhance their fund raising capability.

Financially, he reported that the college was in good shape with increasing corps size as being a boost to the bottom line as well as astute financial management. Applications for next year continue on a near record pace with in-state applications on the rise. Fourth class enrollment is expected to exceed 700. Outreach to state technical colleges has resulted in admissions agreements with twelve of them to facilitate enrollment by their students after two years. Marketing of the Veterans Program is beginning to show dividends; over sixty veterans are currently enrolled. The Citadel Graduate College is currently experiencing a flat enrollment trend; however, the President has confidence in the new dean's ability to reinvigorate the college to meet its challenges.

Staffing in some key functional areas remains at the "one deep" level, resulting in management challenges to effectively meet requirements. He pointed out that while the national average in the growth of college and university staffs had increased by 35%, The Citadel staff has only reflected an 8% growth in the same time frame.

From the 2013-2014 budget projection, he said funding for deferred maintenance remains a priority as well as gaining state funding for the much-needed Cadet Information System. The Citadel Foundation is having a good year, raising over $30 million to date, of which $12 million is in cash and pledges.

While discussing the IPAC report, he noted seven of the fourteen issues are currently being addressed and the remaining seven will be priorities for next year.

In closing, President Rosa discussed the three major challenges he is currently facing: the potential impacts the independent review of the Reville case will have on the college, building the budget, and planning for the next major capital campaign.

Following an open discussion with the Board, the President was thanked for his presentation and Chair Snyder called for committee reports.

Colonel Addison, Chair of the Athletics Committee, reported efforts continue to build an endowed athletic scholarship and ultimately to create a $50 million athletics endowment. He also reviewed the status of projects that need to be done, some of which are cited in the LEAD Plan 2018. The Class of 1964, for example, is planning to raise the money to replace the
scoreboard in McAlister Field House by Homecoming 2014. The biggest cost ($2.5M), however, would be for a new strength and conditioning facility/renovated football building. Other facilities enhancements include the renovation of the Altman Center to include an Athletics Hall of Fame at an estimated cost of $7 million. The total capital needed for Athletics is $12M (part of the LEAD Plan). Further, he noted the Athletics Department is working out its requirements to support the 2014 SACS accreditation visit.

Colonel Goff, Chair of the Audit Committee, reported no issues by the NCAA on the college’s Intercollegiate Athletics Program. A review of athletic booster organizations from fiscal year 2012 whose funds are held outside of The Citadel also found no issues and the external organizations have appropriate financial oversight.

Colonel Goff reviewed the results of the recently completed Financial Aid Office scholarship audit. A judgmental sample of 38 institutional scholarships containing multiple award criteria was chosen to determine compliance. Colonel Goff noted four of the 38 scholarships had various issues of non-compliance. In-house steps are being taken by the Financial Aid Office to resolve the discrepancies.

Colonel Goff reported the next internal audit conducted will be a review of the President’s Office expenditures.

Colonel Price, Chair of the Building and Grounds Committee, reviewed on going campus projects and reported the following as priorities: establishing deferred maintenance priorities, reviewing the Quality Enhancement Plan to comply with SACS, and prioritizing projects to support the LEAD Plan 2018.

Colonel Legare, Chair of the Customs and Regulations Committee, reviewed efforts underway to review/consolidate the various college and cadet regulations and bring them in compliance with our core values and our principled leaders’ curriculum. It was pointed out that General Steele recommended the College Regulations be reviewed to ensure the regulations supported LEAD Plan 2018. A committee meeting will be scheduled in the future to take his recommendations under further consideration.

General Sams, Chair of the Education Committee, emphasized that successful reaccreditation by SACS is a top priority for 2013-2014, followed by supporting LEAD Plan 2018 and continuing to implement recommendations of the Boston Consulting Group.

General Sams then led the Board in reviewing proposed changes to the current “Commitment to Ethics and Excellence” form signed annually by members. The goal of the review was to align the form with actual Board practices. Following discussion, it was determined an additional review of the form would be conducted and a finalized version presented at the April meeting for approval.
Colonel Love, Chair of the External Affairs Committee, reported External Affairs priorities are: improving the capabilities of the Office of External Affairs, enhancing advancement and development, focusing on legislative support for the college, and implementing the Dare to Lead video.

For SACS accreditation, the committee’s focus will be on the Quality Enhancement Plan, supporting LEAD Plan 2018, and BOV committee restructure.

She closed by outlining the work the committee has done, along with the Office of External Affairs to develop a communications plan for college contingencies.

Colonel Hooper, Chair of the Finance Committee, opened his presentation with a review of the 2012-2013 budget to date and then launched into various assumptions to build the 2013-2014 budget. Following extensive discussion, it was agreed the administration would use the Board’s guidance to develop a base line budget for presentation at the April Board meeting.

Colonel Hooper also reported on two other items of interest; the college was working with an insurance broker to obtain Directors and Officers Insurance and progress was being made in Columbia to remove the funding cap noted in The Citadel Trust documents. The college’s General Counsel and the Legislative Liaison will coordinate with the legislature for an appropriate resolution to remove the cap.

General Sams, reporting for General Steele, Chair of the Strategic Planning Committee, noted the committee’s priorities were to support SACS by finalizing the commitment with The Citadel Foundation, designating the BOV Lines of Effort for LEAD Plan 2018, and updating the College Regulations to support LEAD Plan 2018.

Mr. Watts, Chairman, The Citadel Foundation, was called on for remarks.

Mr. Watts reported TCF was doing well. Colonel Ralph Tice, while acting as interim director, had done an excellent job stabilizing the Foundation and preparing the staff for the transition to the new leadership of Mr. Jay Dowd. Going forward, the Foundation’s focus will be on finalizing plans for a capital campaign, supporting LEAD Plan 2018, and, of immediate concern, accepting the challenge of raising the college’s request of $4 million for supporting the fiscal sustainability recommendations and LEAD Plan 2018 Strategic Initiatives.

Mr. Watts expressed his trust and confidence in the Foundation doing its part to work closely with the Board of Visitors to support the college and ensure The Citadel continues to excel in the education and development of principled leaders.

Mr. Watts was thanked for his remarks and support of the college.
Mr. McKissick, President, The Citadel Brigadier Foundation, was called on for remarks.

Mr. McKissick reported TCBF’s fundraising efforts had a very successful year, raising over a million dollars for athletic scholarships. He reminded the Board to attend the annual auction being held that evening.

Mr. McKissick was thanked for his remarks.

The following committees with action items were called on:

Colonel Price, for the Buildings and Grounds Committee, presented the following motion:

**MOTION**

“That the Buildings and Grounds Committee recommends that the Board of Visitors identify Bulldog Parking, LLC as the highest ranked offeror for The Citadel parking garage project, and directs appropriate officials to enter negotiations with Bulldog Parking, LLC on the design, construction, and financing of the project.”

Following discussion, the motion passed unanimously.

Colonel Hooper, for the Finance Committee, presented the following motions:

**MOTION**

“That the Finance Committee recommends the Board of Visitors approves The Citadel Scholarship Book FY11/12 with Recommendations for FY13/14.”

Following discussion, the motion passed unanimously.

**MOTION**

“That the Finance Committee recommends the Board of Visitors approves the amendment to the Frank W. Munnerlyn/Citadel Medal of Honor Memorial Scholarship Deed of Trust as follows: Section 8, a. Medal of Honor recipients; b. Children of Medal of Honor recipients; c. Grandchildren of Medal of Honor recipients; d. Children of current active duty members of the nation’s armed forces who graduated from The Citadel.”

Following discussion, the motion passed unanimously.

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

**MOTION**

“That the Customs and Regulations Committee recommends that the Board of Visitors approves all changes to the College Regulations as recommended by the committee.”
Following discussion, the motion was approved by a 7-3 vote.

Chair Snyder called for a motion to go into executive session to select those to be awarded Honorary Degrees and Palmetto Medals. Motion made by Colonel Price, seconded by Colonel Love, and unanimously passed.

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

Chair Snyder announced those who had been selected to receive Honorary Degrees.

Chair Snyder announced that Colonel Isaac S. "Spike" Metts, Jr. had been unanimously selected to receive the non-cadet Palmetto Medal.

Chair Snyder announced that Cadet Julia M. McCullohs and Cadet Thomas Myers Jordan, Jr. had each been unanimously selected to receive a cadet Palmetto Medal.

There being no further business, a motion to adjourn was made by Colonel Love, seconded by Colonel Price, and unanimously passed. The meeting adjourned at 1545 hours.

Respectfully submitted,

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