THE CITADEL BOARD OF VISITORS
ANNUAL MEETING MINUTES
13 AND 14 JUNE 2014

The Citadel Board of Visitors (BOV) held its annual meeting in the Scarborough Media Room, Holliday Alumni Center, at 0830 hours on 13 and 14 June 2014 to receive the president’s report, committee updates, conduct executive sessions for legal matters, approve changes to the College Regulations and Board restructure, and to be briefed on the School of Business Administration academic programs of distinction.

The following Board members were present: Lieutenant General W. Michael Steele, Chair; Colonel Dylan W. Goff, Vice Chair; Colonel Douglas A. Snyder; Colonel Allison Dean Love; Colonel Glenn D. Addison; Lieutenant General John B. Sams, Jr.; Colonel “Tee” Hooper, Jr.; Colonel Peter M. McCoy, Sr.; Colonel Robert H. Nuttall, Sr.; Colonel L. E. “Gene” Pinson; Colonel Greg A. Lapointe; Chairman Emeritus, Colonel Leonard C. Fulghum, Jr.; member emeritus, Colonel William E. Jenkinson III; Mr. Claudius E. Watts IV, Chairman, The Citadel Foundation; Mr. Scott Tucker, President, The Citadel Alumni Association; and Mr. Matthew G. Watson, President, The Citadel Brigadier Foundation. Board members-elect, Mr. Fred L. Price, Jr. and Mr. Stanley L. Myers, Sr. were in attendance. Also in attendance were: Lieutenant General John W. Rosa, President; senior members of the college staff; Mr. Dawes Cooke, Jr., external counsel; and Mrs. Patricia M. Kinard, Assistant to the President for Board Matters.

Board members absent: Major General Robert E. Livingston, Jr., Adjutant General of South Carolina; and Brigadier General Mick Zais, South Carolina State Superintendent of Education.

A quorum was present.

The meeting followed the agenda at enclosure 1.

Colonel Goff stated the meeting was in compliance with the Freedom of Information Act.

Chaplain Joel C. Harris, Chaplain to the South Carolina Corps of Cadets, was called on for an invocation.

Chair Steele called the meeting to order and reviewed the agenda. General Rosa introduced the new Commandant of Cadets, Captain Eugene Paluso, USN (Retired). Chair Steele then introduced newly-elected Board members Mr. Price and Mr. Myers. He recognized Colonel Leo A. Mercado, Commandant of Cadets; Mrs. Patricia McArver, Interim Vice President for External Affairs; and Mr. Larry W. Leckonby, Director of Intercollegiate Athletics, who will soon be leaving the college. Chair Steele praised each of them for their outstanding work and significant contributions during their tenure at The Citadel.

Chair Steele called for the approval of the 25 and 26 April BOV meeting minutes.
Motion to approve the minutes made by Colonel Goff, seconded by Colonel Lapointe, and unanimously approved.

Chair Steele called for a motion to go into executive session for legal matters. Motion made by Colonel Lapointe, seconded by Colonel Addison, and unanimously passed.

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

President Rosa began his report by noting the 2014 graduating class was the largest in recent memory with degree candidates including 522 cadets, 5 veteran cadets, 13 active duty, and 8 veteran day students, as well as 324 graduates from the evening program who will receive master’s, specialist and undergraduate degrees - total number of 872 graduates. Incoming matriculates are anticipated to be in the range of 700 - 725. He expressed satisfaction with the progress being made by the establishment of councils and the increase in internal coordination and improved efficiency of the college.

He expressed his thanks for a job well done to the departing senior staff members and to Colonels Snyder and Addison whose terms of office on the Board expire at the end of June. He expressed confidence in the professional capabilities of Captain Paluso and Colonel W. Brett Ashworth, the new Vice President for Communications and Marketing (formerly External Affairs), to continue in the same exceptional manner as their predecessors. He noted there were three outstanding finalists being considered for the Executive Director of The Citadel Alumni Association position, and it would be a tough decision to make the final selection.

He closed by expressing his confidence in next year’s Cadet Leadership Team as having potential to be even better than this year’s group, and thanked Colonel Cardon B. Crawford, Director of Governmental and Community Affairs, for his strong efforts on behalf of the college.

Chair Steele called on Mr. Watts for The Citadel Foundation report.

Mr. Watts provided the Board with a comprehensive review of the Foundation’s current status and efficacy of operations. Highlights of his presentation were:

- Planning continues for the capital campaign
- Fundraising for LEAD 2018 is tracking well
- Operating cost per dollar raised is decreasing
- Endowment is at an all-time high

Mr. Watts discussed the necessity to enhance the Memorandum of Understanding (MOU) between the Foundation and the college, bringing it up to date and reflective of current financial reality. His staff, in conjunction with college input, will develop proposed changes to be reviewed and approved at the October BOV meeting.
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In closing, Mr. Watts presented for Board consideration The Citadel Trust Board’s recommendation of Mr. Frederick J. Whittle, Jr. to succeed MG Carroll LeTellier as a Trust director.

Colonel Addison made a motion, seconded by Colonel Lapointe:

**MOTION**

“That the Board of Visitors approves Mr. Frederick J. Whittle, Jr. as a director of The Citadel Trust for a six-year term, effective as of 30 June 2014.

Following discussion, the motion was unanimously approved.

Colonel Addison, Chair of the Ad Hoc Committee on Board Composition, reviewed the recommendations of the committee. The recommendations covered a wide range of topics, from changes to the College Regulations to how to ensure the views of the various college constituent groups could be heard by the BOV in a timely and efficient way. In closing, he recommended that Colonel Love and the Communications and Community Relations Committee assume oversight of the Ad Hoc committee’s recommendations and that they be further refined for BOV discussion at the Wampee retreat. Chair Steele concurred and directed Colonel Love to continue action on this issue.

Colonel Love, Chair of the Communications and Community Relations Committee, was called on for a report.

Colonel Love reviewed the committee’s Purpose, Responsibilities and Lines of Effort to fully support the strategic objectives of LEAD 2018. She discussed the ongoing media initiatives within the External Affairs Office to reach out to the major metro areas in our region with The Citadel story and thanked Mrs. McArver for her leadership as interim Vice President for External Affairs. Work continues to refine the process and procedures for the selection of graduation speakers and recipients of Honorary Degrees. She will present a draft procedure for review at the Board retreat in August.

Colonel Crawford briefed the Board on legislative matters and his efforts to enhance and build stronger relationships with the state legislature and local municipal entities. Colonel Love thanked him for his sterling efforts on behalf of the college, both in Columbia and within our local communities.

Colonel Fulghum, Chair of the Daniel Fund, reported funds were still available for SY 2014-2015 and if members had candidate recommendations to please coordinate with the office of the Vice President for Finance.
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Colonel McCoy, Chair of the Operations and Risk Management Committee, reviewed the status of college insurance coverages and the development of an indemnification procedure/policy for inclusion in the College Regulations. Additionally, he pointed out enhancements to the college’s risk management and compliance programs as well as the implementation of the Institutional Program Assessment Committee (IPAC) recommendations.

At lunch, Lieutenant Colonel Robert H. McNamara, Associate Provost and Dean of The Citadel Graduate College, provided the BOV with an overview of the Graduate College, emphasizing the reversal of negative aspects of the programs determined from first-hand observations and student surveys. He cited, for example, streamlining the applications process to make it easier for students to apply and staff to respond in a timely manner in processing applications. Also, more attention is being directed to ensuring student needs are being met. As a result, enrollment is growing and both student and faculty morale has risen.

Colonel William N. Trumbull, Dean of the School of Business Administration, was introduced and provided the Board with a comprehensive and impressive brief on the school’s Programs of Academic Distinction. Highlighting his presentation was the development of the Professional Pathways Program, which consists of a curricular focus within an experiential framework designed to better prepare students for careers in business. Of note, the idea was developed by a student who, after interning with a Fortune 500 company, realized he was missing some critical educational components in his curriculum that would enhance his skills and future employment opportunities. That student is now a successful young executive with the company he interned with. Today, ten juniors are on this innovative track and the first pathway scholars have been identified. The program benefits cadets by providing career focus, skill building and networking opportunities as well as building confidence in their abilities. A tour of the school’s specialized classrooms completed the briefing.

Director of Intercollegiate Athletics, Mr. Leckony, was called on and introduced Golf Coach, Lori Bonacci, Tennis Coach, Chuck Kriese and Baseball Coach, Fred Jordan. Each coach provided highly informative briefs of their respective program.

General Sams, Chair of the Education and Leadership Development Committee, reviewed dashboard data and the End-of-Year Data Summary Report compiled by the Provost’s Office which contains base line data on the college, its programs and students, and is an excellent resource for Board members.

Friday’s session closed with a general discussion of the Cadet Honor Code and initiatives underway to enhance it.

The meeting was adjourned to reconvene on Saturday morning, 14 June.
The meeting reconvened 14 June 2014, in compliance with the Freedom of Information Act; a quorum was present. The agenda resumed with Chair Steele complimenting Colonels Addison and Snyder for their noteworthy service to the Board, Colonel Snyder for 18 years and Colonel Addison for 12 years.

Colonel Snyder, Chair of the Strategy, Vision and Governance Committee, led the Board in a thorough review of all the proposed changes to the College Regulations.

Colonel Snyder made a motion, seconded by Colonel Goff:

**MOTION**

“That the Board of Visitors approves changes to the College Regulations as presented and amended to be effective 1 July 2014.”

Following discussion, the motion was unanimously approved.

Colonel Garcia presented the fiscal year 2015 budget. He provided a detailed analysis of all financial factors impacting the college. This analysis, balanced with fiscal reality and desired Board and college priorities, ensured the proposed budget allows designated objectives and priorities to be met without comprising the college’s financial capability.

Colonel Snyder presented the following Strategy, Vision, and Governance Committee motion:

**MOTION**

“That the Board of Visitors approves a 2.4% in-state and a 3.6% out-of-state tuition and fees increase, and approves the operating budget of $107,503,204 for fiscal year 2015 which includes the E&G budget, Athletics operation budget, Auxiliary Budget and other funds comprising the comprehensive operating budget.”

Following discussion, the motion passed unanimously.

Colonel Snyder presented the following Strategy, Vision, and Governance Committee motion:

**MOTION**

“That the Board of Visitors approves the proposed FY 2015 expenditures of Trust unrestricted gifts as presented with the budget.”

Following discussion, the motion passed unanimously.

Colonel Garcia and his financial team were thanked for their superior effort in formulating the budget and developing a five-year budget forecasting model.
Colonel Fulghum, Chair of the Daniel Fund Trustees Committee, made the following motion, seconded by Colonel Goff:

**MOTION**

"The Daniel Fund Trustees recommend to the Board of Visitors that former voting members of the Board be given the privilege of recommending candidates for consideration to receive funds from the Daniel Fund Scholarship."

Following discussion, the motion passed unanimously.

Colonel Lapointe, Chair of the College President Succession Planning Committee, reviewed the initial plan for presidential succession. The report was well received by the Board. Colonel Lapointe and his committee will finalize the plan and present for BOV approval at the August Wampee retreat.

Chair Steele informed the Board of an administration request to relocate the portraits of past presidents to the Executive Wing in Bond Hall and former Board Chairs to the front wall in the library.

Colonel Goff made the following motion, seconded by Colonel Nuttall:

**MOTION**

"That the Board of Visitors authorizes the administration to execute the approved plan for alternative locations for portraits of the past Presidents of The Citadel and former Chairs of the Board of Visitors."

Following discussion, the motion passed unanimously.

Chair Steele called for a motion to go into executive session to discuss personnel matters. Motion made by Colonel McCoy, seconded by Colonel Lapointe, and unanimously passed.

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

The following motion was made by Colonel Goff, seconded by Colonel Lapointe:

**MOTION**

"That the Board of Visitors approves the hiring of a search firm to conduct a Provost search and authorizes funds, not to exceed $50,000, from The Citadel Trust."

Following discussion, the motion passed unanimously.

Chair Steele called for a motion to go into executive session to discuss personnel matters. Motion made by Colonel McCoy, seconded by Colonel Love, and unanimously passed.
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Motion to come out of executive session made by Colonel Goff, seconded by Colonel McCoy and unanimously passed.

There being no further business, the meeting adjourned at 1600 hours.

Respectfully submitted,

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