THE CITADEL BOARD OF VISITORS
MEETING MINUTES
25 AND 26 APRIL 2014

The Citadel Board of Visitors held its spring meeting in the Scarborough Media Room, Holliday Alumni Center, at 0830 hours on 25 and 26 April 2014 to receive reports, discuss committee restructure to support LEAD Plan 2018, conduct an executive session for legal matters, review diploma presentation exceptions, and to be briefed on the School of Science and Mathematics and tour the Health, Exercise, and Sport Science Department.

The following 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; Colonel Peter M. McCoy, Sr.; Colonel Robert H. Nuttall, Sr.; Colonel L. E. “Gene” Pinson; Colonel Greg A. Lapointe; Major General Robert E. Livingston, South Carolina State Adjutant General; Brigadier General Mick Zais, South Carolina State Superintendent of Education; 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. Also in attendance were Lieutenant General John W. Rosa, President, senior members of the college staff, and Mr. Dawes Cooke, external counsel. 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.

Chair Steele called the meeting to order, reviewed the agenda, and recognized Lieutenant Colonel Tara McNealy, Associate Provost for Planning, Assessment and Evaluation. Colonel McNealy was praised for her outstanding work in leading the college reaccreditation team and preparing the college for its ten-year SACS accreditation renewal. The informal results of the SACS visit were exceptional with no discrepancies noted. She was recognized with a Board of Visitors certificate of achievement. Also recognized was Cadet Turtoctokh Lusandorj who garnered All-American honors at the NCAA wrestling tournament. He was praised for his athletic achievements and recognized with a Board of Visitors certificate as well as an engraved Citadel coin.

Chair Steele introduced and welcomed Mr. Fred L. Price, Jr. and Mr. Stanley L. Meyers, Sr., both newly-elected to the Board by the SC legislature. They will assume their seats as of 1 July 2014.
Chair Steele called for the approval of the following minutes: 24 and 25 January 2014; 12 February 2014; 3 March 2014; and 2 April 2014.

Motion to approve the minutes was made by Colonel Goff, seconded by Colonel Lapointe, and unanimously passed.

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

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

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

Mr. Watts provided the Board with a comprehensive review of The Citadel Foundation’s (TCF) current status and efficacy of operations. Highlights of his presentation were:
- Record amount of cash gifts in 2013
- Cost per dollar raised trending down
- Endowment at an all-time high
- Capital campaign planning tracking well
- LEAD Plan 2018 fundraising going well
- Athletic fundraising improving
- Goal of TCF beyond 2018 is to financially position the college to ensure excellence in whatever external environment it may face.

In closing, Mr. Watts discussed with the Board the necessity for clarifying procedures for the appointment of The Citadel Trust Board members. Following discussion, it was determined that the BOV would rely on the expertise of the Trust Directors to recommend someone with the requisite skills and experience to fill the position.

President Rosa was called on for his report.

President Rosa expressed his pride that the Corps is doing well in all areas and that during his recent President’s Inspection, all battalions had excellent results. He is optimistic next year’s leadership team will continue to build on the progress made by this year’s team.
President Rosa discussed the Board committee restructure progress, the committees’ integration with staff councils and the resulting improved efficiency of conducting internal college business on a strategic level.

He noted applications for admissions for the Class of 2018 was strong and because of improved retention among the upperclassmen the number invited to matriculate will be limited to approximately 723. Four hundred-sixty cadets are on schedule to graduate this year.

He complimented the work of TCF in stabilizing the college’s fundraising entities and enhancing capabilities to support expanding requirements.

He closed his remarks by bringing the Board up to date on the current searches for the Vice President for External Affairs and the Commandant of Cadets.

Colonel McCoy, Chair of the Operations and Risk Management Committee, was called on for his report.

Colonel McCoy reviewed the status of enhancing college insurance coverages and the development of an indemnification procedure/ policy for inclusion in the College Regulations. Following the insurance review, the Board was in full agreement that the college should purchase the additional insurances as discussed.

Additionally, the status of the IPAC was discussed, noting the chairman of the defunct committee, Dr. John Palms, had been updated on the status of the implementation of the committee’s recommendations. Of 14 recommendations, seven have been closed out and the remaining seven will remain open and closely monitored by the administration. IPAC issues are complex and their resolution continues to be a high priority with the college.

General Sams, Chair of the Education and Leadership Development Committee, was called on for his report.

General Sams called on the Provost and Dean of the College, Brigadier General Samuel M. Hines. BG Hines updated the Board on the SACS visit, pointing out the importance of the visit to the overall well-being of the college. He stressed, however, that even though this was a major effort, the accreditation cycle is ongoing and each of the college’s schools will individually undergo a rigorous accreditation process.
The Mechanical Engineering program is in place with a curriculum developed and faculty hired. Funding sources are still being identified, with final funding from the legislature still to be determined. The administration will develop an engineering fact sheet for the Board so they can properly inform constituents and others of the merits of The Citadel’s engineering programs and their complimentary support of other local programs.

Colonel Lok C. Lew Yan Voon, Dean of the School of Science and Mathematics, was introduced and provided the Board with a comprehensive and impressive brief on his school’s programs of Academic Distinction. This was followed by a facilities tour, highlighted by a research presentation on “Bite Tech,” a project being conducted on campus to enhance athletic performance through the use of high-tech mouthpieces.

Colonel Leo A. Mercado, Commandant of Cadets, was called on and presented an excellent brief on the Leadership Development Program and its role to ensure leadership is the priority of the entire Citadel community. He stressed the importance of meeting the Lead Plan 2018 goal of having a nationally ranked Leadership Development Program in 2018. Of major interest was the elimination of the current Moral Ethical Sunday Training and transition into a Moral Ethical Experience as the key component of the Moral Ethical Pillar to teach cadets the importance of values and ethics in the decision-making of a principled leader.

Friday’s session closed with the Director of Intercollegiate Athletics, Larry W. Leckonby, introducing the Wrestling Coach, Rob Hjerling, and the Men’s and Women’s Track and Field Coach, Jody Huddleston, who provided highly informative briefs of their respective programs. Of particular note was the exceptional number of athletes who were on the Dean’s List and Gold Stars recipients.

The meeting was adjourned to reconvene on Saturday morning, 26 April.

The meeting reconvened in the Scarborough Media Room, Holliday Alumni Center, at 0800 hours 26 April 2014. The meeting was in compliance with the Freedom of Information Act and a quorum was present. The agenda resumed with a continuation of the Education and Leadership Development Committee.

Mr. Leckonby reported on the highlights of winter sports and FY 14 budget status. Cadet Turtgotkhum Luvssandorj, a “red shirt” member of the wrestling team from Mongolia, became our third All American Wrestler in the last three years and fourth all-time. The athletics budget is tracking to end the year in a balanced position and
fundraising efforts are being accelerated to close the gap of college unrestricted support. The conference realignments within NCAA member schools and its impact on the Southern Conference is a primary concern and may require looking at the Division II model of reduced scholarships in order to balance academics and athletics.

Colonel Addison, Chair of the Ad-Hoc Board Membership Composition Committee, was called on to review the current status of the committee’s research. The committee will provide definitive recommendations at the June annual meeting.

Colonel Snyder, Chair of the Strategy, Vision and Governance Committee, called on Colonel Joseph Garcia, Vice President for Finance, for a budget update.

Colonel Garcia reviewed with the concept of an “Optimal Budget” rather than providing budget options. Under the optimal budget concept, a detailed analysis is made by reviewing all financial factors impacting on the college. This analysis, balanced with fiscal reality and desired Board and college priorities, ensures that the resulting budget allows objectives and priorities to be met without comprising the college’s financial capability. His office continues to refine input from all departments and will present a final FY 15 budget as well as a projected five-year budget forecast at the June meeting.

Lieutenant Colonel Mark Craig, Budget Director, demonstrated a financial modeling program that is being used for financial analysis and forecasting.

Following the demonstration there was an open discussion on budget matters with primary focus on The Citadel Graduate College, with an emphasis on how to enhance enrollment and programs relevant to community needs. It was noted there are now 26 for-profit colleges and universities in the Lowcountry competing for the same students.

Colonel Snyder led a discussion reviewing proposed changes to the College Regulations. The proposed changes will be an action item for the June meeting.

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

Colonel Love reviewed legislative outreach initiatives and the development of op-ed media articles for placement in regional/Southeast media outlets highlighting Citadel values and strengths. She reiterated the need to work closely with the deans of the respective schools to develop a coordinated marketing strategy TCF can capitalize on.
Colonel Snyder led a discussion to review and clarify each committee's purpose and responsibilities and desired end states for the LEAD Plan 2018. Committee chairs will coordinate with their respective staff liaison to ensure conflicts are resolved and all are in sync with the college's battle rhythm.

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 final order of business was to review and take action on requests for diploma exceptions at commencement. Two exceptions were approved and two were disapproved.

There being no further business, the meeting adjourned at 1330 hours.

Respectfully submitted,

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