THE CITADEL BOARD OF VISITORS
MEETING MINUTES
25 OCTOBER 2013

The Citadel Board of Visitors held its fall meeting in the Scarborough Media Room, Holliday Alumni Center, at 0830 hours on 25 October 2013, to receive reports, discuss Board restructure and to receive a presentation of the School of Engineering programs of academic distinction.

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; Lieutenant General John B. Sams, Jr.; Colonel “Tee” Hooper, Jr.; Colonel Peter M. McCoy, Sr.; Colonel Robert H. Nuttall, Sr.; Colonel “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. Frank E. Gibson, III, President, The Citadel Alumni Association (CAA); and Mr. Claudius E. Watts, IV, Chairman, The Citadel Foundation (TCF). Also in attendance were Lieutenant General John W. Rosa, President; senior members of the college staff; Major Michael M. Barth, Associate Professor and Chairman of the Faculty Council; and Mr. M. Dawes Cooke, Jr., external counsel.

Voting member absent: Colonel Glenn D. Addison. 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 formally introduced the newest members of the Board: Colonel Robert H. Nuttall, Sr., elected by The Citadel Alumni Association; Colonel Lewis E. “Gene” Pinson, elected by the SC Legislature; and Colonel Greg A. Lapointe, appointed by Governor Haley.

Following administrative announcements, the Chair called on the President for his report.

President Rosa highlighted the outstanding organization of the 4th Class Matriculation Day by The Citadel Family Association and commented how their efforts ensured a smooth check-in for the incoming class. A total of 782 4th Class recruits reported, 57 more than expected. Cadet leadership has taken charge and he is impressed with their proactive leadership approach to anticipating and addressing issues before they become a problem. The college staff is working hard, and the newly-formed college councils are coming together. Progress continues in assimilating the recommendations of the Independent Review Team and the internal IPAC Team into college policies and procedures.

Academically, President Rosa and the Provost are emphasizing to the respective deans the importance of continuing to develop Programs of Academic Distinction. Each dean has been asked to be prepared to brief the Board on their programs in the future.
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Athletically, he was proud to report that 17 senior football players received class rings. Our athlete graduation rate remains noteworthy. The main challenge in the athletic arena is fundraising. The assignment of Mr. Mike Capaccio, Senior Associate Athletic Director of Development, is to coordinate Brigadier Foundation fundraising with TCF. This is a positive step that will enhance our capabilities.

Development continues to grow under Mr. Jay Dowd and TCF is on track to meet and possibly exceed designated goals. The LEAD 2018 Plan is resonating with the college alumni base and LEAD funding objectives are on track to be met.

He announced that Lieutenant Colonel Joseph Garcia, USAF, (Ret.) a talented and experienced Chief Financial Officer with a background of high level finance positions, has accepted the position of Vice President for Finance and will report on 2 December.

The President was thanked for his report and Colonel Goff was called on to review the status of the Board’s action items list. Following the update, meeting management initiatives were discussed with an emphasis on establishing a “battle rhythm” that is in alignment with the administration and meeting procedures and which will be time efficient.

Colonel Snyder, Chair of the Strategy, Vision and Governance Committee, was called on to review the status of the new Board committee structure. Colonel Snyder reported there was consensus on the Board that this is the appropriate structure to move the college forward. He provided a detailed review of the actions to be taken by the committees to ensure alignment with the strategic plan. The committees were tasked with reviewing their Purpose and Responsibilities and “cross walking” their duties as outlined in the College Regulations into the new structure with an emphasis on deleting the unnecessary and establishing new responsibilities as appropriate. Colonel Snyder pointed out the new committees would interface with the council system recently implemented by the administration to operate on a more strategic level. He closed by thanking General Hines and Colonel McNealy for their strategic input and tremendous professional efforts to ensure a successful transition to the new structure.

Colonel Hooper, Chair of the Finance Committee, provided the Board with a financial update.

Colonel Hooper began with an overview of the FY12/13 financial report as of 30 June 2013, noting The Citadel ended the fiscal year with an increase in net position of $1.38 million. He then reviewed the FY12/13 college budget closeout report, noting overall college revenues and expenditures were lower than budgeted.

Colonel Hooper highlighted the net increase of $2.5M in auxiliary revenues over expenses, stating the reasons were due to excellent management of operations combined with increased enrollment which generated more use of the auxiliary facilities and services.
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Colonel Hooper proceeded with the FY14 first quarter financial update as of 30 September 2013, mentioning revenues and expenses are trending on target with a projected $1.41 net surplus by the end of the fiscal year.

A discussion followed reviewing planning assumptions for the FY 14-15 budget with special note being made of the need for the Board to provide guidance on setting tuition and fees as well as determining priorities for campus projects.

Colonel Hooper closed by complimenting Colonel Openshaw and the finance staff for their professionalism and hard work to keep the college moving forward.

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

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

Chair Steele called for a motion to amend the agenda to move the report on Legislative Strategy from Saturday’s agenda to today’s meeting. Motion made by Colonel Snyder, seconded by Colonel Nuttall, and unanimously passed.

Colonel Love, Chair of the External Affairs Committee, was called on for the Legislative Strategy report.

Colonel Love pointed out the key component of the strategy is to convey to the legislature the unique value of The Citadel in educating principled leaders with an end state of receiving more support.

Colonel Love then went on to review four initiatives that have been developed to support the strategy:

- Emphasize The Citadel as the best option for DOD ROTC scholarships
- Increase state appropriations
- Implement legislative engagement plan
- Enhance relationships with local government councils

An immediate goal is to secure additional state funding for establishing a Mechanical Engineering Degree Program.

Following Colonel Love’s presentation, the Board relocated to the Bernard Gordon Seminar Room in Grimsley Hall to receive the Education Committee brief, to hear a presentation by Colonel Ronald W. Welch, Dean of the School of Engineering, and to tour the School of Engineering facilities.
General Sams, Chair of the Education Committee, was called on for his report.

Highlights of General Sams’ presentation were:
- The Class of 2016 obtained the highest retention rate of cadets returning for their sophomore year in school history with 85% returning.
- On NSSE Engagement indicators for first year students, The Citadel scored in the top 10% in five of the ten indicators. Our goal was to be in the top 10% in at least three indicators. Noteworthy is that for the fourth year in a row the college scored in the top 10% in Student Faculty Interaction, which is a strong indicator the highest quality of instruction is being stressed in the classroom.
- From an Enrollment Management perspective, General Sams pointed out Corps strength of 2,343 on Drop/Add day, 74 non-cadet day students (active duty and fifth-year), and CGC has seen an increase in undergraduate students primarily attributable to the opening of the Criminal Justice Program.

General Sams provided the Board with an extensive SACS Accreditation update. The SACS Compliance Certification had been submitted to an off-site SACS Review Committee for consideration in early November. The SACS-focused report will be briefed to the full Board at the January 2014 meeting. The Board will also be thoroughly briefed on the college’s final SACS preparations and the Board’s role during the visit. He said some Board members will be interviewed by the SACS Visiting Team.

General Sams reviewed the ranking methodologies used by the various media that rank colleges and universities. He discussed the pros and cons of each one pointing out U.S. News and World Report is the best in that it has the best quality metrics, is comprehensive, and is focused on academic quality and success rather than campus amenities and student opinions.

General Sams completed his presentation by reviewing the Top 5 Strategic Metrics under consideration as the template for future reports to the Board. The objective is to provide data to evaluate the college against regional and peer institutions and to ensure strategic focus by the Board.

Chair Steele introduced the Honorable P. Michael Duffy, Judge, U. S. District Court, and member of the Class of 1965, who officiated in giving the Oath of Office to Board members and presented Colonels Nuttall, Pinson and Lapointe with their Commissions in the Unorganized Militia of South Carolina.

Colonel Welch was called on to brief his programs of academic distinction.

Colonel Welch provided an excellent presentation, focusing primarily on the development of the Mechanical Engineering Program and secondarily on the expansion of the School of Engineering. He noted the Commission on Higher Education had approved the Bachelor of
Science in Mechanical Engineering this month (Oct. 2013), that he had been authorized to hire two faculty members in January 2014 to start up the program, and he is working with several corporate prospects to help with funding the program. Coordination with state and local colleges is ongoing. These other institutions of higher education are very supportive and recognize the economic and educational potential the program will bring to the state and our community. He reviewed timelines for both programs, emphasizing that they are in alignment with strategic initiatives of LEAD Plan 2018.

General Sams thanked Dean Welch for his excellent presentation. Dean Welch then led the Board on an informative tour of the School of Engineering.

There being no further business, the meeting was adjourned at 1530 hours.

Respectfully submitted,

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