THE CITADEL BOARD OF VISITORS
WAMPEE RETREAT
MINUTES
29-30 AUGUST 2013

The Citadel Board of Visitors held a Board retreat at the Santee Cooper Wampee Conference Center in Pinopolis, SC on 29-30 August 2013 to set goals and strategies for the next two years.

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; Colonel James M. McQuilla; Lieutenant General John B. Sams, Jr.; Colonel “Tee” Hooper, Jr.; Colonel Peter M. McCoy, Sr.; Colonel Robert H. Nuttall, Sr.; Colonel “Gene” Pinson; Colonel William E. Jenkinson III, Member Emeritus; Brigadier General Mick Zais, State Superintendent of Education; Major General Robert E. Livingston, Jr., Adjutant General of South Carolina; Mr. Frank E. Gibson, III, President, The Citadel Alumni Association (CAA); and Mr. Claudius E. Watts IV, Chairman, The Citadel Foundation (TCF). Also participating were Lieutenant General John W. Rosa, President; Brigadier General Samuel M. Hines, Provost and Dean of the College (Thursday only); Brigadier General Harrison S. Carter, Professor, School of Business Administration (Thursday only); Lieutenant Colonel Joel C. Harris, Chaplain to the Corps of Cadets; and Mrs. Patricia M. Kinard, Assistant to the President for Board Matters (Friday only).

Voting members absent: none. A quorum was present.

The meeting followed the agenda at enclosure 1.

Colonel Myron C. Harrington, Jr., Board Secretary, stated the meeting was in compliance with the Freedom of Information Act.

Chair Steele opened the meeting, reviewed the agenda and purpose of the retreat, pointing out the primary focus would be on Board governance and meeting management. The desired outcomes would be: improved decision making, identification of goals and objectives, consensus on Board restructure, consensus on a long-term financial planning model, and how to effectively provide oversight of the college’s administration and academics.

An open discussion followed the chair’s remarks which explored questions such as:
- Why is The Citadel relevant?
- What are the policies the Board needs to set?
- Where should the Board’s primary focus be?
- What is the best use of our campus property?
These questions provided the major framework for discussion for the remainder of the retreat.

BG Carter led the Board in an excellent session focusing on decision making using the Challenger Shuttle tragedy and the movie *Twelve Angry Men* as teaching tools. Salient points were: seek all pertinent information before making a critical decision, focus/pay attention to details regardless how insignificant they may seem, don’t let “politics” influence decision making and respect the views/opinions of others.

BG Carter’s presentation was well received and was a meaningful educational experience for Board members.

Following lunch, committee chairs presented their goals and objectives for the next two years.

The Citadel Foundation: Mr. Watts, TCF Chairman, gave an overview of TCF’s current status, highlighting goals of the forthcoming capital campaign and LEAD 2018 funding requirements.

Finance Committee: Colonel Hooper, Chair, provided the Board with an overview of a concept for long-term financial planning. His committee will work in concert with the college’s Planning and Budget Review Council to develop a plan with emphasis on coordinating with the Strategic Planning Committee and Buildings and Grounds Committee to determine infrastructure priorities; coordinating with TCF, The Citadel Brigadier Foundation (TCBF) and The Citadel Trust to support prioritized capital projects; and re-evaluating the Boston Consulting Groups financial assumptions in light of our current environment.

Education Committee: General Sams, Chair, emphasized developing/creating academic programs of distinction, successful accreditation from SACS, enhancing student retention, recruiting and retaining a diverse faculty and staff, establishing faculty and staff enhancement programs, and supporting the goals and objectives of the college’s respective schools.

Additionally, he pointed out the need to synthesize the volumes of information currently received by the Board down to the pertinent data needed to make decisions. He also noted the administration is developing a base metric to compare Citadel data with in-state institutions as well as peer colleges.
Buildings and Grounds Committee: Colonel McQuilla, Chair, reviewed ongoing campus projects, identified the need to create a Campus Master Plan, and discussed capital project priorities. Emphasis was placed on supporting LEAD 2018 and acknowledging the college cannot take on any additional debt.

Athletics Committee: Colonel Addison, Chair, reviewed athletics department goals, highlighting the following: continuing a high level of academic achievement among athletes, operate with a balanced budget, reducing dependence on unrestricted college funds, increasing TCF fundraising, and fielding competitive teams.

Audit Committee: Colonel McCoy, Chair, reviewed committee goals, emphasizing a more active role of the Board in governance by being more involved in college risk management effectiveness and supporting LEAD 2018.

External Affairs Committee: Colonel Love, Chair, reviewed three committee goals: increasing college revenue by an aggressive marketing of the college, enhancing the reputation of the college through media and electronic sources, and supporting LEAD 2018 by creating an environment that promotes success and being a “force multiplier” of sharing The Citadel story.

Customs and Regulations Committee: Colonel Goff, Chair, outlined three goals: supporting LEAD 2018 by enhancing The Citadel Leader Development Model, increasing Board awareness of the college’s Leadership Development Council, and continuing to review and update the College Regulations.

Additionally, as Chair of the Special Recognition Committee, Colonel Goff urged members to get their recommendations for this year’s honorary degrees in as soon as possible and to be looking for strong nominees for 2014. The need for criteria for honorary degrees was noted as well as involving TCF board members in identifying “captains of industry” for consideration.

The Citadel Alumni Association: Mr. Gibson, President, provided the Board with an excellent update on the status of CAA. He then discussed the following four strategic goals of the association: enhance the relationship between CAA and alumni, increase communications and social media engagement, further engage CGC as well as Corps, and enhance the image of the Holliday Alumni Center.
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Executive Committee: General Steele, Chair, reviewed the committee’s goals and objectives noting the committee’s traditional responsibilities are reaffirmed by the Board to:

- Dispose of matters affecting the interest of the college upon which Board policy has been set.
- Dispose of matters requiring immediate action when it’s not practical to assemble the full Board.
- Develop a prioritized agenda for each Board meeting.
- Develop, maintain, and continually update a BOV action item list, assigning accountability and suspense date.

From an objectives perspective; the Executive Committee will communicate to the full Board within 24 hours decisions made, and BOV activities and requirements will be coordinated with the administration to spread the workload through the academic year. Additionally, action items will be continually updated and reported to ensure BOV “battle rhythm” is maintained.

Following an open discussion, the retreat adjourned for the evening.

The retreat reconvened on 30 August at 0830 hours with a set agenda.

Meeting Management: Colonel Goff outlined the need to improve Board effectiveness and efficiency by becoming more time sensitive at meetings, improving tracking methods for ongoing actions and developing a concise “battle rhythm” for the Board. The key is to reduce the vast amount of information received from the staff to the critical elements needed for decision making. Succinct and concise data with backup data provided separately is the goal.

This led to a lengthy discussion of the role the Executive Committee has in narrowing Board focus to strategic issues and the latitude required for it to act independently when in the best interests of the college. Additionally, it was determined that the chair needed authority, in immediate situations, to authorize certain expenditures without BOV approval.

Board of Visitors Restructure: Colonel Snyder presented a joint Board/administration restructure proposal design to improve BOV governance effectiveness and efficiency and provide an optimal structure to support LEAD 2018.
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The proposed restructure reduces the current 11 committees to the following five: Education and Leadership Development, Strategic Vision and Governance, Communications and Community Relations, Risk Management and Operations, and Executive Committee.

An extensive discussion followed with focus on how this structure will impact the administration and its ability to support the structure.

The administration will review the structure for governance and operational alignment with the College Regulations.

Timeline: Administration will review for feasibility and will present its findings at the 25 October meeting. If administration deems it feasible, the Board will vote to approve at the October meeting for implementation on 1 July 2014.

Long-Term Financial Planning: Colonel Hooper, Finance Committee Chair, discussed the immediate need for the Board to develop and adopt a long-term financial plan to ensure infrastructure needs are met, needed capital projects are prioritized, and the college incurs no future debt service obligations.

In the discussion that followed, a consensus was reached that the college needs to find an appropriate financial model. The MUSC model was mentioned as one that may be compatible to our needs. Additionally, it was agreed the Boston Consulting Group assumptions must be reevaluated based on our current financial environment.

The Finance Committee and the administration will work to provide a timeline for Board consideration at the October meeting.

Education Committee: General Sams, Chair, continued his prior discussion with a focus on how to achieve Programs of Academic Distinction and getting the Deans of the respective schools more aligned with LEAD 2018.

Additionally, he noted the Board must be selective in the data received from the administration with emphasis on what is important for decision-making. Also helpful would be refined metrics to measure Citadel progress with in-state institutions, regional institutions, as well as peer schools, with an ultimate goal of improving our ability to meet LEAD 2018 initiatives.
Legislative Strategy: Colonel Love led the discussion, emphasizing the college’s need to communicate to legislators the uniqueness of The Citadel in educating principled leaders. This is important in order to receive necessary political and financial support for The Citadel to become nationally recognized.

Chair Steele closed the meeting by reviewing accomplishments and establishing an action list of items for the Board.

There being no further business, the retreat closed at 1600 hours on 30 August.

Respectfully submitted,

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