THE CITADEL BOARD OF VISITORS
LUNCHEON AND WAMPEE RETREAT
4, 5 AND 6 AUGUST 2014

The Board of Visitors (BOV) retreat commenced on the college campus at noon on 4 August 2014, with the administration hosting an informal lunch in honor of South Carolina Speaker of the House of Representatives, The Honorable Bobby Harrell.

Speaker Harrell was briefed by the Provost and Dean of the College, Brigadier General Samuel M. Hines, Jr., on The Citadel’s Academic Programs of Distinction and the numerous challenges facing the college in its pursuit of academic excellence. Following the excellent presentation by BG Hines, Speaker Harrell made brief remarks highlighting the strength of our legislative network and the college’s focus on the development of the “whole person” through emphasis on the development of principled leaders. He closed by expressing his respect and admiration for the college and its role in higher education in South Carolina.

Following lunch, the Board departed for the Santee Cooper Wampee Conference Center at Pinopolis, SC (Wampee).

The BOV held a retreat at Wampee on 5 August 2014, to receive BOV committee after-action presentations, conduct executive sessions, consider any action items that may result from the executive sessions, receive an update from the State Superintendent of Education, receive the President’s report, approve the President Succession Plan, and review the Board after-action presentation.

The following members were present: Lieutenant General W. Michael Steele, Chair; Colonel Allison Dean Love; Colonel Fred L. Price, Jr.; 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; Colonel Stanley L. Myers, Sr.; Brigadier General Mick Zais, South Carolina State Superintendent of Education; 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 Mrs. Patricia M. Kinard, Assistant to the President for Board Matters. A quorum was present.

BOV members absent: Colonel Dylan W. Goff, Vice Chair; Major General Robert E. Livingston, South Carolina State Adjutant General; and Chairman Emeritus, Colonel Leonard C. Fulghum, Jr.

Chair Steele called the meeting to order at 0800 hours, reviewed the agenda, and called for a motion to go into executive session for personnel matters. Motion made by Colonel Lapointe, seconded by Colonel Love, and approved unanimously.

Motion to come out of executive session made by Colonel Nuttall, seconded by General Sams, and unanimously passed.
The college vice presidents joined the retreat at this time and spent the day participating in the discussions.

Chair Steele emphasized the retreat’s purpose was to improve decision making, increase awareness of higher education issues, conduct a Board self-assessment and define Board and BOV committee objectives for 2014-2015.

A general philosophical discussion followed of the issues and challenges facing the college in the next three to five years including: the need to look beyond the end of the current LEAD 2018 Strategic Plan, incorporating athletics into the next plan and developing a long term financial strategy to compensate for the shortfall in state funding.

Colonel Love, Chair of the Communications and Community Relations Committee, was called on for the committee’s assessment and 2014-2015 objectives (copy attached).

Colonel Love noted that the college’s major challenge was to ensure that our external constituents understand who we are, what we believe and where we’re going. Additionally, our legislative strategy needs to be better defined and include a national component. Colonel Brett Ashworth, Vice President for Communications and Marketing, will work with the committee to further refine our communications plan and will present the results at the September BOV meeting.

Additional time was spent discussing the need to expand The Citadel brand by telling our story in an effective manner regionally as well as nationally. The Board also reviewed ways for The Citadel Alumni Association to promote “Big Red” and enhance its coordination with the Office of the VP for Communications and Marketing.

Two opportunities to highlight the college are coming up in the next few years with our 175th anniversary in 2017 and the 100th anniversary of the college’s relocation to the Hampton Park neighborhood. Ideas to enhance public relations opportunities will be addressed in the future.

Colonel Lapointe, Chair of the Strategy, Vision and Governance Committee, presented the committee’s assessment and 2014-2015 objectives (copy attached). He highlighted the Asset Management Plan (AMP) slated to commence during August 2014 and complete later this fall. The results of the AMP will establish parameters for the development of the Campus Master Plan.

The plan for a new Capers Hall was discussed as well as a review of college real estate and future college development. Of special interest was a review of the City of Charleston’s “Horizon Project” which is the planned development of the Hagood and Lockwood corridors adjacent to the campus. This long-range project will have a profound impact on the college’s future development; more details of the project need to be identified and integrated into our Campus Master Plan.
The LEAD 2018 refresh cycle 2015 was reviewed. Campus wide review will commence in September with a full report set for the April 2015 BOV meeting. The refresh cycle is committed to maintaining current strategic initiatives and objectives and will look at proposals to refine the college’s mission statement, new action items, and financial requirements.

General Sams, Chair of the Education and Leadership Development Committee, presented the committee’s assessment and 2014-2015 objectives (copy attached).

General Sams highlighted the steady improvements of each of the college’s schools and their Programs of Academic Distinction through the dedicated leadership of the Provost and the Deans. He applauded the formation of the Enrollment Management and Leadership Development Councils as vehicles to enhance committee capabilities and the BOV committee restructure which streamlined Board functions leading to more efficiency as well as strategic focus on critical issues and concerns.

Emphasis was placed on the need to enhance our graduate school programs and marketing in order to be a more attractive option than the 29 graduate school competitors in the Charleston area. It was determined that a graduate market survey needs to be conducted. This will be discussed further at the September BOV meeting and a Request for Proposal for a study will be prepared by the college.

Colonel McCoy, Chair of the Operations and Risk Management Committee, reviewed the committee’s assessment and 2014-2015 objectives (copy attached). He highlighted the following: status of indemnification for BOV and certain staff members and possible additional staff to be covered, the hiring of an internal auditor for the college, and the impact on the college of changes to Title IX. Much discussion revolved around the need for the college to enhance diversity on campus through an aggressive diversity plan.

BG Hines was called on to review the Board calendar and reporting cycle. He noted this is an evolving document with the intent to spread the workload of the vice presidents and the Board committees. Following discussion, it was agreed that reports from The Citadel Alumni Association, The Citadel Foundation and The Citadel Brigadier Foundation would also be included in the annual reporting cycle.

While discussing a formal policy for determining Honorary Degree candidates, it was agreed that a formal process is necessary to establish purpose and goals as well as to ensure both efficiency of the process and quality of the candidates. Recommendations from The Citadel Foundation need to be an integral part of the process. The administration will take the lead, working in concert with the Board to develop a process and establish an appropriate timeline.

Tuesday’s session ended with a detailed presentation by Colonel Lapointe on The Citadel College President Succession Plan.
Colonel Lapointe ended his presentation by presenting the following Succession Planning Committee motion:

**MOTION**

"That the Board of Visitors approves The Citadel College President Succession Plan dated 25 June 2014, as guidance in the search process and transition planning of the President of The Citadel, as applicable. It will be the responsibility of the Strategy, Vision and Governance Committee of the Board of Visitors to annually review and update the plan."

Following discussion, the motion passed unanimously by the voting members of the Board present.

The Board reconvened Wednesday, 6 August, at 0800 hours in accordance with FOIA.

The following members were present: Lieutenant General W. Michael Steele, Chair; Colonel Fred L. Price, Jr.; 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; Colonel Stanley L. Myers, Sr.; Brigadier General Mick Zais, South Carolina State Superintendent of Education; Member Emeritus, Colonel William E. Jenkinson III; Mr. Claudius E. Watts IV, Chairman, The Citadel Foundation; and Mr. Scott Tucker, President, The Citadel Alumni Association. Also in attendance were Lieutenant General John W. Rosa, President, and Mrs. Patricia M. Kinard, Assistant to the President for Board Matters. A quorum was present.

BOV members absent: Colonel Dylan W. Goff, Vice Chair; Colonel Allison Dean Love; Major General Robert E. Livingston, South Carolina State Adjutant General; and Chairman Emeritus, Colonel Leonard C. Fulghum, Jr.

General Zais, State Superintendent of Education, opened the meeting with an insightful review of higher education in the state. He covered six topics: sexual assault, rising cost of tuition, education levels in South Carolina, the need for a skilled work force for high-tech and manufacturing positions, future enrollment trends, and the purpose of education in the United States.

Salient points of his presentation were:
- The Citadel is doing a good job protecting children and educating all constituents on preventing sexual assault.
- College tuition cost in the last few years is up 350% versus 5% increase in family income.
- South Carolina is funding higher education at the lowest level.
- South Carolina has an excess number of college grads (32% of adults) with only 17% of jobs requiring a degree.
- Job apprenticeships are growing but need more vocational training opportunities.
Enrollments are diminishing, number of high school graduates is down, 50% of colleges and universities report a decline in enrollments and the small colleges in the state are experiencing difficulties.

Higher education throughout the United States is providing “job” training instead of educating students.

The Citadel needs to maintain the integrity of its character and leadership programs and exploit its unique niche as a developer of Principled Leaders.

Long-term future of higher education in the state is grim.

A general discussion followed with General Zais presenting ideas for consideration on how the college can remain viable in the turbulent world of higher education challenges.

Chair Steele led a strategic level discussion pertaining to what is needed to lead the college forward and stay academically competitive and financially viable. The main focus of the discussion was the importance of reviewing alternative models of how to operate the college beyond 2018. Additional funding from the state because of our “military uniqueness” would be a great help and will be pursued as a legislative objective. The Campus Master Plan will be an integral component in the development of alternative models.

During his report, President Rosa noted the following: the 2014 graduating class was the largest in recent memory, the extremely successful ten-year SACS re-accreditation, and the enhanced effectiveness of the college staff and the Board with the implementation of the cross-functional councils and the new Board committee restructure. Other items of note were the completion of the recommendations of the Independent Review Committee, the on-going progress being made with the Institutional Program Assessment Committee (IPAC) recommendations, and the development of enhanced financial modelling which has increased the college’s capability for budget development, financial assessment and predictability. He also stated the college is working to become a “smoke-free” campus.

He closed by addressing priorities for 2015 which include: continued planning for the next capital campaign, development and integration of the new vice presidents, planning for the search for a new Provost in 2015, development of a strategic communications plan and a strategic marketing plan, determining the appropriate business model for the college, and how to capitalize on the 175th anniversary of the college.

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

Motion to come out of executive session made by Colonel Lapointe, seconded by Colonel Nuttall, and unanimously approved.
Colonel Nuttall motioned the following:

**MOTION**

"That the Board of Visitors approves giving naming rights authority to the President for the School of Education."

Motion was seconded by Colonel Pinson and following discussion, was approved unanimously by voice vote of the voting members present.

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

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

Colonel Hooper motioned the following:

**MOTION**

"That the Board of Visitors approves Colonel Douglas A. Snyder as member emeritus effective immediately."

Colonel Nuttall seconded the motion and following discussion, the motion was approved unanimously by voice vote of the voting members present.

Chair Steele reviewed Board accomplishments for the year and the objectives for 2014-2015 (copy attached). Board strengths and challenges were also reviewed.

Following a general discussion, the retreat adjourned at 1400 hours.

Respectfully submitted,

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