THE CITADEL BOARD OF VISITORS
FALL MEETING MINUTES
26 AND 27 SEPTEMBER 2014

The Citadel Board of Visitors held its fall meeting in Room 295, Bond Hall, at 0800 hours on 26 and 27 September 2014, to receive committee reports, conduct an executive session for legal matters, to be briefed on the School of Engineering programs of Academic Distinction, and the Library, Archives and Museum vision for the 21st century, and to conduct general discussions on matters of interest to move the college forward.

The following Board members were present: Lieutenant General W. Michael Steele, Chair; Colonel Dylan W. Goff, Vice Chair; Colonel Allison Dean Love; Colonel Fred L. Price, Jr.; 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 Stanley L. Myers, Sr.; members emeritus, Colonel William E. Jenkinson III; and Colonel Douglas A. Snyder; 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; senior members of The Citadel staff; Mr. Dawes Cooke, external counsel; and Mrs. Patricia M. Kinard, Assistant to the President for Board Matters.

Voting members absent: Colonel Greg A. Lapointe; Brigadier General Mick Zais, State Superintendent of Education; and Major General Robert E. Livingston, Jr., Adjutant General of South Carolina.

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 in that notice was posted in Bond Hall 24 hours in advance and media had been notified by electronic means.

Chair Steele called the meeting to order and called for a motion to go into executive session for legal matters. Motion made by Colonel Nuttall, seconded by Colonel McCoy, and unanimously passed.

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

Chair Steele reviewed the agenda.

Lieutenant Colonel Alan N. Coker, Director of Auxiliaries, and Mr. Dean R. Easterlin, Director, Operations Program Management, were complimented for their efforts in
advancing the college financially and operationally through entrepreneurial and innovative ideas. They were highly praised by Colonel Thomas G. Philipkosky, Vice President for Operations, and recognized with a Board of Visitors certificate of achievement.

Chair Steele introduced and welcomed Colonel Snyder, elected in August by the Board as a member emeritus.

Chair Steele called for the approval of the following minutes: 13 and 14 June 2014, 24 June 2014, and 4 through 6 August 2014.

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

Chair Steele called on Mr. Tucker, President of The Citadel Alumni Association, for remarks.

Mr. Tucker provided the Board with an excellent update of alumni activities, highlighting:
- Holliday Alumni Center and Hollings Hall infrastructure needs and renovations
- Consolidation of alumni bank accounts and investment portfolio
- Donation of $257K to the college from revenues received
- Pledge of $500K over three years to support the War Memorial Project
- Increased alumni membership and voting participation

He closed by expressing enthusiasm and confidence in the new executive director as the right man for the job and presenting a motion for consideration at the Saturday session for Board approval to name the Holliday Alumni Center Courtyard in honor of Major General Carroll N. LeTellier, Class of 1949, for his superior contributions to the alumni association and the college.

President Rosa was called on for his report.

President Rosa noted the college had the largest graduating class ever in May and admission numbers for the class of 2018 were right on target. The class is composed of cadets from 31 states and 15 foreign countries. Alcohol issues continue to be a serious concern within the Corps and a number of campus wide initiatives have been implemented to educate the Corps and reduce incidents. Captain “Geno” Paluso has transitioned well as the new Commandant; he is focusing on tightening up cadet accountability. The new staff team has become a highly functional unit and, combined with the Board committee restructure, the result has been improved management effectiveness.
A review of the LEAD 2018 strategic plan has commenced to determine status of initiatives, funding requirements and reprioritizing as necessary. He addressed the need for additional legislative funding for the modernizing of science labs and expansion of Deas Hall fitness facilities. The Citadel Foundation continues to move ahead with its development activities enhancing support of the college’s needs.

He pointed out the recent national attention garnered by the college when the Color Guard and Choir were featured on national television at a Boston Red Sox game.

Work is underway on developing a Campus Master Plan in concert with the ongoing Asset Management Plan. In January, the Board will be presented with a prioritized action plan for much-needed capital improvements. An outstanding slate of Greater Issues speakers has been set for the year to include the Ukrainian Ambassador to the United States, Director Robert A. McDonald of the Veterans Administration, and former Chairman of the Joint Chiefs of Staff, General Peter Pace, USMC, Retired.

President Rosa closed by introducing Mr. Jim Senter, the new athletics director, who briefly addressed the Board. Mr. Senter introduced Mr. Bob Winch, soccer coach, who discussed his program and the progress the team is making. He was followed by basketball coach, Mr. Chuck Driesell, who brought the Board up to date on the program and its prospects for this season.

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

Colonel McCoy provided a detailed brief on the activities of the committee, highlighting the key indicators used to measure committee progress, the internal audit plan, the need to refresh college technology, the need to review college insurance policies prior to renewal in January 2015, and the work underway by the Campus Alcohol and Drug Information Center to enhance the well-being of cadets.

Colonel McCoy called on Colonel Joseph Garcia, Vice President for Finance, for a financial update. Colonel Garcia stated the fiscal year ended well with revenues exceeding expenses. During discussion, a question was asked about the auditing of various associations operating independently to support Citadel athletics and other college activities. Colonel McCoy will research the matter and provide a response at the January meeting.

Colonel Philpopkosky briefed the Board on security measures in place to protect those on campus and those attending various events at the college.
Chair Steele called for a motion to go into executive session for legal matters. Motion made by Colonel McCoy, seconded by Colonel Love, and unanimously approved.

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

Colonel Paul J. O’Leary, Chief of Staff of the Commandant’s Office, introduced the cadet leadership team for 2014-2015.

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

General Sams introduced Colonel Ronald W. Welch, Dean of the School of Engineering, and Colonel David Goble, Director of the Daniel Library, to provide updates on their Programs of Academic Distinction.

Dean Welch highlighted the tremendous amount of interest the introduction of the Mechanical Engineering degree program has generated. At present, over 100 students have enrolled. He is enthusiastically meeting the challenges of curriculum design and creating class and laboratory space. Appropriate space is a big concern and ultimately will require an additional building to house the department. He noted the professional successes both faculty and students have enjoyed and pointed out that The Citadel Civil Engineering Department is rated by US News & World Report number six of schools offering up to a master’s degree. He is working to raise funds to support department growth and initiatives.

Colonel Goble discussed the ongoing major renovation at the Daniel Library and the intensive work to redesign The Citadel archives and reimagine The Citadel Museum. He stated one of his major objectives is to enhance learning by providing more opportunities for faculty and student research - both collaboratively and individually. In discussing the reimaging of the Museum, he noted the need to coordinate closely with The Citadel Alumni Association to ensure alumni achievements were appropriately noted. He, too, is aggressively seeking external funding to further enhance the library’s capability to support the college’s strategic plan and promote learning.
General Sams concluded his report by reviewing the committee’s mission of supporting the
development of principled leaders. He emphasized committee objectives, pointing out the
criticality of tracking Accountability Based Funding, partnering with respective Citadel
ROTC departments to maximize federal scholarship opportunities and conducting reviews of
academic programs to ensure continued excellence.

Mr. Jim Senter, Athletics Director, was called on for remarks. Mr. Senter emphasized his plan
to focus on aligning the athletic Corps squad with the Corps of Cadets and increasing athletic
revenue.

Colonel O’Leary, on behalf of the Commandant’s Office, reported emphasis for the year will
be on changing the culture of the department as perceived by the cadets, from discipline to
leadership development.

Brigadier General Sam Hines, Provost and Dean of the College, reviewed his 2014-2015
performance plan goals, noting we are well on the way to achieving all objectives. Primary
emphasis will be placed on the identification and support of students at risk academically.

Colonel Joseph Trez, Executive Director of the Krause Center for Leadership and Ethics,
delineated the initiatives underway to enhance cadet leadership development. He discussed
the challenges going forward and emphasized the necessity to have all constituents on
campus, including faculty and staff, as well as the members of the Board of Visitors,
theroughly engaged in the process for it to succeed.

The meeting was adjourned at 1530 hours to reconvene on Saturday morning.

The meeting reconvened 27 September 2014 at 0830 hours in Room 295, Bond Hall.

The following Board members were present: Lieutenant General W. Michael Steele, Chair;
Colonel Dylan W. Goff, Vice Chair; Colonel Allison Dean Love; Colonel Fred L. Price, Jr.;
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;
Colonel Stanley L. Myers, Sr.; members emeritus, Colonel William E. Jenkinson III, and
Colonel Douglas A. Snyder; and Mr. Claudius E. Watts IV, Chairman, The Citadel
Foundation. Also in attendance were: Lieutenant General John W. Rosa, President; senior
members of The Citadel staff; and Mrs. Patricia M. Kinard, Assistant to the President for
Board Matters.

A quorum was present.

The meeting was held in compliance with the Freedom of Information Act. The agenda resumed with an invocation by Colonel Pinson.

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

Mr. Watts provided a detailed review of the Foundation’s current status and future plans. Highlights of his presentation were:

- Capital campaign planning tracking well
- LEAD 2018 fundraising slightly ahead of goal
- Fundraising year is going well, on track to meet or exceed goals
- Endowment up 37.5% in last five years

In closing, Mr. Watts discussed some of the challenges facing the Foundation, including:

- Increasing the percentage of alumni giving, improving the "culture of philanthropy" among constituents and solidifying cooperation and collaboration between The Citadel Foundation, The Citadel Brigadier Foundation, and The Citadel Alumni Association.

Chair Steele thanked Mr. Watts and encouraged members to lead by example with their contributions to the Foundation.

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 passed.

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

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

**Motion**

"That the Board of Visitors approves the naming of the Alumni Center Courtyard in honor of MG Carroll N. LeTellier, USA (Retired), Citadel Class of 1949."

Following discussion, the motion was unanimously passed.
Colonel Love, Chair of the Communications and Community Relations Committee, was called on for a report.

Colonel Love reviewed the committee's lines of effort in support of LEAD 2018 and discussed ongoing initiatives to further The Citadel story. She noted the Strategic Communications Plan has been completed as well as a Marketing Plan focusing primarily on the Corps of Cadets, the graduate college and veterans. She provided the Board with a schedule of representatives of constituent bodies who will meet with the committee to ensure their issues and concerns are brought to the Board's attention. Work is underway to determine the concept to honor the 175th anniversary of the college's founding as well as soliciting speakers for future Board meetings. She closed by reviewing proposed legislative objectives at the federal, state and local level.

Colonel Lapointe, Chair of the Strategy, Vision and Governance Committee, presented the following committee motion:

**Motion**

"That the Board of Visitors approves the Series 2014 Resolution dated 27 September 2014 providing for the issuance and sale of a series of athletic facilities refunding revenue bonds of The Citadel, The Military College of South Carolina, in the aggregate principal amount of not exceeding one million fifty thousand dollars ($1,050,000)."

Following discussion, the motion passed unanimously.

Colonel Nuttall was called on to brief the Board on the Horizon District development.

Colonel Nuttall noted this is a 20-year development project led by the City of Charleston and the Medical University of South Carolina to create a research-oriented urban revitalization of the area bordering on Highway 17 to the south, Hagood Avenue to the east, Lockwood Boulevard on the west, and Fishburne Street to the north. This tract of 66 acres of land - of which 22 will be developed - is immediately adjacent to college property and as development commences will, most likely, have a significant impact on the college’s infrastructure and planning for land use in and around Johnson Hagood Stadium.

The college will closely monitor the project and will work in concert with the City of Charleston and the developers to ensure the college’s best interests are protected and the current legal arrangement with the City regarding the college’s use of portions of the area for parking are honored.
Colonel Philipkosky was called on to update the Board on The Citadel War Memorial project.

Colonel Philipkosky presented a detailed review of the project's timeline, funding status and criteria for names to be inscribed on the memorial. In the general discussion that followed, a number of questions were raised regarding naming criteria. Colonel Philipkosky will follow up on the Board's concerns and, along with the committee, will develop well-defined naming criteria that are as inclusive as possible.

Vice Chair Goff was called on to brief the Board on the proposed candidate selection process for Honorary Degrees and Palmetto Medals. Following his review, the selection process was unanimously approved by the Board.

Chair Steele closed the meeting by reviewing Board objectives, placing emphasis on the necessity to develop a more efficient business model to maximize financial planning and the refresh of LEAD 2018 to review achievements and reprioritize initiatives.

There being no further business, the meeting adjourned at 1315 hours.

Respectfully submitted,

[Signature]

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