The Citadel Board of Visitors (BOV) held meetings in the Scarborough Multimedia Room, Holliday Alumni Center, on 23 and 24 January 2015, to conduct an executive session for legal matters, to receive a School of Education briefing, receive reports from the President and Board committees and take appropriate action on committee recommendations.

The following members were present on 23 January 2015: 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.; the Honorable Molly M. Spearman, State Superintendent of Education; Chairman Emeritus, Colonel Leonard C. Fulghum, Jr.; members emeritus Colonel William E. Jenkinson III and Colonel Douglas A. Snyder; Mr. Claudius E. Watts IV, Chairman, The Citadel Foundation (TCF); and Mr. Scott Tucker, President, The Citadel Alumni Association (CAA). Lieutenant General John W. Rosa, President, participated along with senior members of the college staff. Also present were Mr. M. Dawes Cooke, Jr., Board Counsel, and Mrs. Patricia M. Kinard, Assistant to the President for Board Matters.

Voting member absent: Colonel Greg A. Lapointe. A quorum was present.

The meeting followed the agenda at enclosure 1.

The meeting was in compliance with the Freedom of Information Act in that notice had been posted 24 hours in advance in Bond Hall and local media sources were notified at the same time by electronic means.

Chair Steele opened the meeting, reviewed the agenda and introduced the new State Superintendent of Education, the Honorable Molly Spearman, who became an ex officio member of the Board when she assumed office earlier in January.

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

Motion to come out of executive session made by Colonel Love, seconded by Colonel Pinson, and unanimously passed.
Chair Steele recognized and presented BOV Certificates of Appreciation to Colonel Conway F. Saylor, Ph.D. and Cadet James N. McManus for their meritorious achievement in bring great credit to the college. Dr. Saylor was recognized for her outreach efforts to enhance the teaching of civic engagement and service learning which resulted in national recognition. Cadet McManus was recognized for his community outreach to high schools, entrepreneurship in forming his own education company to help students in emerging nations and election as Governor of the South Carolina Student Legislature.

President Rosa was called on for his report. He stated that the first semester was going exceptionally well: the Corps of Cadet leadership is functioning with poise and professionalism, the administrative team is operating efficiently, and all indicators have the college moving in the right direction. He expressed pride in the academic achievements of cadets noting that over four hundred would receive Gold Stars for academic excellence at parade to be held later today. Admission applications are running ahead of last year; he ensured the Board that every qualified South Carolina applicant would be accepted. Admissions target is 650 students due to increased retention of the previous matriculated classes. He noted the excellent fundraising year by The Citadel Foundation due to good leadership and organization. He reiterated the college’s “legislative ask “priorities for the coming budget year were: Chemistry Labs update, followed by Deas Hall fitness upgrades and the Mayor Joseph Riley initiative. The search for the new Provost has been narrowed to a highly qualified group of candidates.

Chair Steele thanked the President for his report and called for a motion to go into executive session for contractual matters. Motion made by Colonel Price, seconded by Colonel Love, and unanimously passed.

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

Colonel Joseph Garcia, Vice President for Finance, was called on for a report on long-range financial analysis.

Colonel Garcia succinctly presented the Board with a bleak picture of the State’s funding projections for higher education in the coming years, pointing out the dramatic decline in state support over the last twenty years has left the college with the critical challenges of prioritizing funds and developing alternative revenue sources. Significantly, he indicated that the reduction of state funding could lead to complete
privatization of public higher education in the future. Our past efforts to meet shortfalls of tuition increases, federal stimulus funds and utilizing our strategic reserves are now limited. He proposed looking into developing a School of Business Citadel Institute for Professional Services, promoting of online courses and exploring the University of Arizona’s Eller Executive Education 501c3 model. Our advanced financial forecasting model provided us excellent data points on which to base future budgets, underscoring the need to ensure future revenue growth is balanced with disciplined expense management.

Colonel Garcia closed by presenting a brief review of the work being done on the FY15/16 budget. A detailed review will be provided at the April BOV meeting.

Brigadier General Samuel M. Hines, Provost and Dean of the College, was called on for an update on the LEAD 2018 refresh cycle. He said efforts are well underway in the cycle which commenced in September of 2014 and is due for completion in April 2015. Two types of proposals are being considered: mission statement refinements and new action items and financial requirements. The proposals are currently being reviewed and prioritized and will be presented to the Board at the April meeting. The college will start looking at the next strategic plan in the fall of 2016.

General Sams, Chair of the Education and Leadership Development Committee, was called on to introduce Colonel Larry G. Daniel, Dean of the Zucker Family School of Education.

Dean Daniel provided the Board with an excellent presentation of the Zucker Family School of Education, pointing out successes as well as challenges. He highlighted the excellent reputation our graduates have throughout the state as well as the expanding competition from on-line programs offered by other institutions.

General Hines was called on for his fall 2014 update.

General Hines noted the Southern Association of Colleges and Schools (SACS) Board of Trustees had voted full reaccreditation of the college at its annual meeting in December, confirming also the 100% pass with no recommendations. SACS has requested the use of our Quality Enhancement Plan (QEP) as a model for other colleges and universities undergoing the accreditation process.
Additionally, he reported the successful ABET accreditation of the Civil and Electrical Engineering schools as well as our Computer Science programs. Again, the review process resulted in a 100% pass with no noted deficiencies or weaknesses. He discussed an ongoing initiative to create an opportunity for talented students to concurrently obtain a Master’s Degree in an accelerated manner in several programs.

He closed by proudly pointing out The Citadel had been recognized nationally by being awarded the Carnegie 2015 Community Engagement Classification and named to the President of the United States Higher Education Community Service Honor Roll in the categories of Education Community Service and General Community Service.

The Commandant of Cadets, Captain Eugene “Geno” Paluso, was called on for his report.

After one semester in the job, Captain Paluso noted he was impressed with the Leadership Development Program and the quality of cadet leadership throughout the Corps. Our retention rate has improved to 87%. He delineated a number of challenges he is working on: changing company loyalty and traditions into Corps loyalty, aligning the Corps Squads more effectively with the Corps, ensuring Corps standards are upheld by all classes, and establishing cadet Officer and NCO schools to reinforce expectations and enhance opportunities for success. Additionally, more training for TACS and the Commandant’s staff will be implemented to enhance their capabilities to train the Corps.

Athletics Director, Mr. Jim Senter, was called on for an athletics update.

Mr. Senter pointed out the work he is doing to align his department with the LEAD 2018 plan. He informed the Board that his major efforts would be to increase athletic fundraising and develop a comprehensive “visionary” plan for athletic facilities enhancement. His immediate focus will be on reducing support from The Citadel Trust and enhance the athletic lines of business to ensure future financial independence.

Mr. Senter introduced Coach Mike Houston, Head Football Coach, who briefed the Board on the football program and the impact of off-season recruiting activities in building the team. He is confident the future looks good for the program. He closed by expressing his support of the Commandant to create a closer alignment of the Corps and Corps Squads.

The meeting was adjourned for the day to reconvene Saturday.
The meeting reconvened at 8 a.m. on 24 January 2015 in the Scarborough Multimedia Room, Holliday Alumni Center to complete Board business.

The following members were present: Lieutenant General W. Michael Steele, Chair; Colonel Dylan W. Goff, Vice Chair; 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 L. E. “Gene” Pinson; Colonel Greg A. Lapointe; Colonel Stanley L. Myers, Sr.; the Honorable Molly M. Spearman, State Superintendent of Education; Chairman Emeritus, Colonel Leonard C. Fulghum, Jr.; member emeritus Colonel Douglas A. Snyder; Mr. Claudius E. Watts IV, Chairman, The Citadel Foundation; and Mr. Scott Tucker, President, The Citadel Alumni Association. Lieutenant General John W. Rosa, President, senior members of the college staff, and Mrs. Patricia M. Kinard, Assistant to the President for Board Matters, were present.

Voting member absent: Colonel Fred L. Price, Jr. A quorum was present.

The meeting was in compliance with the Freedom of Information Act.

Chaplain Joel Harris was called on to open the meeting with an invocation.

Colonel Lapointe, Chair of the Strategy, Vision and Governance Committee, was called on for his report.

Colonel Lapointe reviewed the seven board principles articulated as best practices by the Association of Governing Boards of Universities and Colleges (AGB) and opened the meeting for a general discussion regarding the principles.

The Board spent considerable time analyzing each of the stated principles and reviewing how their actions were complied. Prior to the meeting, each committee had also spent time reviewing the principles. As a result, the Board had an in-depth appreciation for the desired outcomes expounded by AGB.

Consensus of the members was that the Board was acting strategically, focusing on ensuring public trust and accountability in the conduct of all Board responsibilities, and keeping in compliance with the stated standards. All committee chairs agreed on the need to improve Board assessment procedures to ensure sustaining best practices that have been put in place with the Board committee restructure and the establishment of college staff councils to mirror BOV committees.
Colonel Lapointe closed by reviewing proposed changes to the College Regulations.

General Hines was called on to review LEAD 2018 analytics to assess Lines of Effort (LOEs) to ensure objectives are accomplished. He provided a thorough explanation of the mechanics of assessing the LOEs by detailing the dashboard analytics developed to ensure strategic initiative progress. He emphasized the critical role the BOV committee restructure, development of councils to support the president and BOV decision making, and the establishment of an annual “battle rhythm” to schedule reports to the Board. Annual Performance Plans of the vice presidents are tied to the dashboards to ensure accountability. The dashboards are designed to provide quick, clear, and concise specifics to show status of LOEs. He closed by demonstrating the dashboard model.

Following discussion, committee chairs were tasked to provide a committee assessment of LOEs at the April meeting.

Colonel Thomas G. Philipkosky, Vice President for Operations, was called on for an update on the Class of 1967 War Memorial project.

Colonel Philipkosky reviewed the background and focused primarily on the details of eligibility for inclusion on the memorial. In the discussion that followed, it was unanimously agreed that all names currently on the various memorials affixed to Summerall Chapel would transfer to the new memorial. The proposed motion, to be approved later, was amended accordingly.

Colonel Joseph Garcia, Vice President for Finance, briefed the details of a proposed bond refinancing initiative that would generate a potential savings of $1 million. The proposed motion was reviewed and will be presented for action later in the meeting.

Colonel Fulghum, Chair of the Daniel Fund Trustees Committee, presented recommendation for scholarship awards from the Daniel Fund. Following discussion, the following motion was made by Colonel Goff:

MOTION

“That the Board of Visitors approves the scholarship awards as presented and allocates additional funding for a total of $15,000 (fifteen thousand dollars) when such funds become available during the current term.”
The motion was seconded and passed unanimously. All voting members, with the exception of Colonel Price, were present.

General Sams, Chair of the Education and Leadership Development Committee, discussed professional development opportunities for Board members. Funds are available in the current Board budget to send two members to the AGB National Conference in April. He reviewed the motion that will be presented for Board action later in the meeting.

Mr. Watts said TCF had had a very successful fundraising year; LEAD Plan funds raised were on target to meet the required goals to support strategic initiatives. He anticipates an announcement at Corps Day regarding the launch of the new capital campaign. He reported the college endowment was $275 million at the end of September 2014.

In closing, he reviewed future plans for TCF, noting the following areas are targeted for major growth: athletic fundraising, planned giving and increasing alumni participation. He is hopefully optimistic the endowment will grow to $500 million by 2025. To enhance our fundraising organizational structure, plans are moving forward to integrate The Citadel Brigadier Foundation staff with TCF at the Holliday Alumni Center; this move should be completed shortly.

Mr. Tucker reviewed the restructure of The Citadel Alumni Association (CAA). The number of committees has been streamlined from fifteen to four, and the association is aligning with the college strategic plan. He was complimented for his positive leadership and bold initiatives to reinvigorate The CAA.

Chair Steele called for a motion to go into executive session for personnel matters.

Motion made by Colonel McCoy, seconded by Colonel Pinson, and unanimously approved.

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

Chair Steele called for all actions for Board approval to be presented.
Colonel Goff motioned:

**MOTION**

“That the Board of Visitors approves the Summerall Chapel Pipe Organ naming opportunities as presented.”

The motion was seconded by Colonel Love and following discussion, was unanimously passed. All voting members, with the exception of Colonel Price and Colonel Nuttall, were present.

Colonel Goff, Chair of the Ad Hoc Honorary Degrees Committee, presented the following motion:

**MOTION**

“That the Ad Hoc Honorary Degrees Committee of The Citadel Board of Visitors endorses the following three candidates for receipt of honorary degrees at the May 2015 SCCC Commencement (in alphabetical order):

- Mr. Tommy B. Baker
- Dr. Hank Cross
- Mr. Peter Sulick, Jr., Class of ’72

Following discussion, the motion passed unanimously. All voting members, with the exception of Colonel Price and Colonel Nuttall, were present.

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

**MOTION**

“That the Strategy, Vision and Governance Committee recommends the Board of Visitors approves The Citadel Scholarship Book FY 13/14 with Recommendations for FY 15/16.”

Following discussion, the motion passed unanimously. All voting members, with the exception of Colonel Price and Colonel Nuttall, were present.

Colonel McCoy made the following motion:

**MOTION**

“That the Board of Visitors approves the Series 2015 Resolution dated 23 January 2015 providing for the issuance and sale of a series of refunding revenue bonds of The Citadel, The Military College of South Carolina, in the aggregate principal amount of not exceeding sixteen million seven hundred thousand dollars ($16,700,000).”
The motion was seconded by Colonel Lapointe and following discussion, was unanimously approved by the following voting members present: General Steele, Colonel Goff, Colonel Love, General Sams, Colonel Hooper, Colonel McCoy, Colonel Pinson, Colonel Lapointe, Colonel Myers, and Mrs. Spearman.

General Sams made the following motion, seconded by Colonel Love:

**MOTION**

“That the Board of visitors approves the following minutes as submitted:

- 26 and 27 September 2014
- 3 November 2014
- 1 December 2014
- 5 January 2015

Following discussion, the motion was unanimously approved by all voting members present: General Steele, Colonel Goff, Colonel Love, General Sams, Colonel Hooper, Colonel McCoy, Colonel Pinson, Colonel Lapointe, Colonel Myers, and Mrs. Spearman.

Colonel Goff made the following motion, seconded by General Sams:

**MOTION**

“That the Board of Visitors agrees in principle with the Campus Master Concept Brief presented in executive session on 23 January 2015. Phase I is approved for execution. Final construction plans will require additional Board of Visitors approval. Phases II and III require further planning and consideration. When ready, the two latter phases will be presented to the Board of Visitors for approval.”

Following discussion, the motion was unanimously approved by the following voting members present: General Steele, Colonel Goff, Colonel Love, General Sams, Colonel Hooper, Colonel McCoy, Colonel Pinson, Colonel Lapointe, and Colonel Myers. Mrs. Spearman recused herself from the vote.

Colonel Lapointe presented the following committee motion:

**MOTION**

“That the Strategy, Vision and Governance Committee recommends that the Board of Visitors approves the election timing changes to the College Regulations concerning the election of the Chair and Vice Chair.”
Following discussion, the motion was unanimously approved by the following voting members present: General Steele, Colonel Goff, Colonel Love, General Sams, Colonel Hooper, Colonel McCoy, Colonel Pinson, Colonel Lapointe, Colonel Myers and Mrs. Spearman.

Colonel Lapointe made the following motion:

**MOTION**

“That The Citadel Board of Visitors approves the definition of Alumnus, naming criteria, and naming conflict resolution as proposed by The Citadel War Memorial Committee for use by the committee in determining Citadel War Memorial name inclusion. Additionally, that The Citadel Board of Visitors approves the inclusion of all names currently memorialized on the Summerall Chapel wall.”

The motion was seconded by Colonel Pinson and following discussion, was unanimously approved by the following voting members: Colonel Goff, Colonel Love, Colonel Hooper, Colonel McCoy, Colonel Pinson, Colonel Lapointe, Colonel Myers, and Mrs. Spearman.

Generals Steele and Sams recused themselves from the vote as members of the Class of 1967, the sponsoring class of the memorial.

During the discussion phase of the above motion, the Board directed the following be made part of the meeting record:

- That any future changes to the naming criteria will be made by the President.
- This motion represents the intent of the Class of 1967, the sponsoring class.

General Sams made the following motion:

**MOTION**

“That The Citadel Board of Visitors will initiate a leader development program to prepare our members for positions of responsibility within our board structure. Additionally, the Board will transfer presently available funds into an account as funding for this initiative, and plan for future years budgeting as necessary.”
The motion was seconded by Colonel Goff and unanimously approved by the following voting members present: General Steele, Colonel Goff, Colonel Love, General Sams, Colonel Hooper, Colonel Pinson, Colonel Lapointe, Colonel Myers, and Mrs. Spearman.

There being no further business, the meeting adjourned at 1450 hours.

Respectfully submitted,

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