The Citadel Board of Visitors (BOV) held a meeting in the Scarborough Media Room, Holliday Alumni Center, at 0800 hours on 24 April 2015 to conduct an executive session for legal matters, conduct Board elections, receive reports from the President and Board committees, receive a School of Science and Mathematics briefing, and take appropriate action on committee recommendations.

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 L. E. “Gene” Pinson; Colonel Greg A. Lapointe; Colonel Stanley L. Myers, Sr.; 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).

Also in attendance were: Lieutenant General John W. Rosa, President; senior members of the college staff; Mr. M. Dawes Cooke, Jr., external counsel; and Mrs. Patricia M. Kinard, Assistant to the President for Board Matters.

Board members absent: Colonel Robert H. Nuttall, Sr. 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 called on Chaplain Joel Harris to begin the meeting with an invocation.

Chair Steele called on Mr. Tucker for remarks.

Mr. Tucker recognized the exceptional leadership efforts by the President and the Commandant of Cadets, Captain Eugene “Geno” Paluso, USN, Retired, in developing principled leaders and ensuring the integrity of the cadet disciplinary system. He presented them with resolutions of unconditional support from The CAA Board of Directors.

Chair Steele thanked all the members of the college staff who work so tirelessly and in anonymity to ensure the success of the Board. He singled out Mrs. Kinard for special acknowledgement for her exceptional professionalism and contributions to the Board and to cadets in her role as Special Assistant to the President for Board Matters.

Chair Steele called for a motion to go into executive session for legal matters. Motion made by Colonel Pinson, seconded by Colonel Love, and unanimously passed.
Motion to come out of executive session made by Colonel Goff, seconded by Colonel Lapointe, and unanimously passed.

Chair Steele called for nominations for Board Chair. Colonel Hooper nominated General Sams, seconded by Colonel Lapointe. There being no further nominations from the floor, the nominations were closed. General Sams addressed the Board, eloquently expressing his gratitude for being nominated and laid out his leadership philosophy and vision for the future.

Following his remarks, General Sams was unanimously elected as Chair of the Board for a two-year term effective 1 July 2015.

Chair Steele congratulated General Sams and announced Colonel Goff would continue as Vice Chair for the two-year balance of his term.

President Rosa was called on for his report.

President Rosa announced that Mr. Keller Kissam, Class of 1988, Vice President of South Carolina Electric and Gas Customer Services Division, would be the graduation speaker for the Corps of Cadets commencement ceremony.

President Rosa focused his remarks on the critical necessity to think ahead on several key issues facing the college: the absolute need to replace Capers Hall, the need for a campus parking garage, appropriate utilization of college-controlled land to generate revenue, further refinement of the long term financial model, and the need for the athletic department to become self-sustaining through aggressive fundraising. He stated he was encouraged by the passage of the legislative bond bill which opens the door for funding campus infrastructure enhancements such as Capers Hall.

He reviewed the alumni group meetings both he and the Commandant have attended, noting the universal support expressed by the alumni clubs of the college’s leadership programs and enforcement of regulations.

The new Provost and Dean of the College, Dr. Connie Book, will participate in the senior staff off-site retreat in May and the June Board meeting.

Colonel Love, Chair of the Communications and Community Relations Committee, was called on for the committee’s report.

She noted that Line of Effort (LOE) #2, due to its academic nature, would revert to the Provost for action when the LEAD 2018 refresh cycle is initiated in the fall. LOE #3 is 90% complete. Colonel Pinson, committee vice chair, briefed on the committee’s meeting with the senior class president and The Citadel Graduate College student body president. This is an ongoing initiative to ensure the BOV receives input from college constituency groups.
Following Colonel Pinson’s report, it was suggested that a position description be developed for the senior class president and that one element include interface with The Citadel Foundation to enhance class awareness of TCF activities to support the college.

Colonel Cardon B. Crawford, Director of Governmental and Community Affairs, reviewed efforts to enhance the college’s coordination with the legislature with focus being on the development of teams of Board members to engage legislators as appropriate. Colonel Crawford, in coordination with Colonels Love and Ashworth, will organize the teams, prepare talking points on the issues and provide Board members with a calendar of legislative events by the June meeting.

Colonel Love also noted work continues to develop appropriate events for the college’s 175th anniversary, the college social media policy is being updated, and speakers for future BOV meetings are being identified.

Chair Steele presented BOV Certificates of Recognition to Dean Lok, Ph.D. and veteran student Patrick Brice Ayers for their meritorious achievement in bringing great credit to the college. Dean Lok was applauded for his national recognition in silicene research and for his efforts to enhance the School of Science and Mathematics through outstanding leadership and fundraising for scholarships. Mr. Ayers was praised for his creativity and expertise in computer science as evidenced by his winning the first place award during a nation-wide competition for his “Crime Watch” mobile application.

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

General Sams reviewed the status of LOE # 1 noting progress, current status and next steps. Focus is on enhancing cadet job opportunities by identifying shortfalls in student curriculum/training as pertains to actual job requirements.

Dean Lok, School of Science and Mathematics, was called on to brief the Board on the outcomes of the school’s programs.

Dean Lok provided an excellent brief, noting the school’s programs were aligned with LEAD 2018 and research opportunities for undergraduates are currently being developed. The Citadel is the only military college with an undergraduate research program.

Also of special interest to the Board was the Dean’s proposal to establish a nursing program at the college. He pointed out the pressing need for nurses in the state and nation and the lack of programs to meet the need. At the June BOV meeting, a full proposal will be presented to the Board.
Chair Steele complimented Dean Lok on his development of outstanding programs of academic distinction.

General Samuel M. Hines, Jr., Provost and Dean of the College, brought to the Board’s attention a proposed Honor Code for the graduate college. The Academic Board will review the document to ensure its alignment with the Cadet Honor Code.

Mr. Jim Senter, Athletic Director, was called on for his report. Mr. Senter noted he anticipated the FY 15 budget would be balanced and the FY 16 budget would have an increase of 2.5%. He is pleased with the consolidation of The Citadel Brigadier Foundation with The Citadel Foundation to enhance the efficiency and effectiveness of fundraising.

He introduced Mr. “Duggar” Baucom, the college’s new basketball coach, and Mr. Craig Mosqueda, the new volleyball coach, noting both men had enthusiastically embraced the culture of the college. The coaches briefly shared their hopes for the future of their respective teams.

Mr. Senter closed by stating a more detailed financial analysis of the Athletic Department would be presented at the June meeting.

The meeting was recessed to reconvene on 25 April in the same location.

Chair Steele reconvened the meeting on 25 April at 0800 hours.

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 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; Mr. Claudius E. Watts IV, Chairman, The Citadel Foundation (TCF); and Mr. Scott Tucker, President, The Citadel Alumni Association (CAA). 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.

Board members absent: Colonel Robert H. Nuttall, Sr. A quorum was present.

Chair Steele called on Colonels Harrington and Myers to report on their attendance at the Association of Governing Boards Conference (AGB) in Phoenix, Arizona.

The conference was extremely beneficial, professionally rewarding and personally enhancing. They recommended the BOV strongly consider sending a member each year. Additionally, they recommended the Board take advantage of the expertise of the AGB staff to present workshops/seminars for the Board at the college on current topics of interest.
Colonel McCoy, Chair of the Operations and Risk Management Committee, was called on for a report.

He reviewed the committee’s LOE, noting continuing improvement and the work being done to ensure accreditation is never at risk.

Colonel Joseph Garcia, Vice President for Finance, provided rationale for refinancing of Bond Series 2010 Law Barracks and Athletic Facility Bonds 2015. He pointed out the significant savings of approximately $4 million dollars this refinancing would generate.

Colonel Garcia continued by presenting an overview of the FY 16 budget and the major factors impacting its final development. The full FY 16 budget will be presented at the June meeting for Board approval. Starting the budgeting process earlier has allowed for a more deliberative planning process. He expects the FY 15 budget to end the year in a balanced state and expressed concern regarding the impact on the budget if veteran students are granted in-state tuition.

Colonel Thomas G. Philipkosky, Vice President for Operations, briefed on construction and maintenance projects to be completed over the summer. Additionally, he brought the Board up to date on Phase 1 of the Campus Master Plan noting discussion have been reinitiated with a contractor for the construction of a “privatized” parking garage. He discussed efforts ongoing by Human Resources pertaining to a Compensation Study to ensure we are competitive in recruiting and retaining the highest quality faculty and staff. He addressed college diversity issues, retention rates, the newly-initiated Employee Assistance program, and negotiations for the acquisition of an Applicant Tracking and Performance Evaluation System.

Colonel Philipkosky requested the Capers Hall build phase be moved from Phase II of the Campus Master Plan to Phase I with construction starting in 2018 and completion in 2019. A motion to this effect will be presented to the BOV later in the session.

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

Colonel Lapointe briefed on his committee’s LOE noting that work was continuing to improve deficient areas.

General Hines was called on for the LEAD 2018 refresh update. He noted the college’s mission statement would be presented to the BOV for reaffirmation; further details can be found on SharePoint.

Colonel Philipkosky was called on to update The Class of 1967 War Memorial project. Following his presentation, the Board requested that a professional historian be engaged to develop a strong story narrative of The Citadel’s involvement in the wars and conflicts throughout our history.
Mr. Watts was called on for remarks. He noted a strong year for TCF. Plans for a capital campaign are nearing completion with an anticipated start date of fall 2015, and enhancing athletic fundraising is also a priority. He has an ambitious but realistic goal to grow the endowment over the next ten years and applauded the superb job Mr. Jay Dowd, Vice President for Institutional Advancement and Chief Executive Officer of TCF, and his staff are doing to enhance our capabilities. In closing, he requested BOV approval for a naming opportunity for a major gift currently being negotiated. Following discussion of the projected gift, the BOV asked Mr. Watts for to keep them informed regarding the progress of the gift negotiations.

Mr. Tucker was called on for remarks. Mr. Tucker updated the BOV on the organization’s continuing efforts to get CAA in alignment with the college administration and its goals, and the significant progress being made to energize the CAA Board and create a positive atmosphere to better serve the alumni.

Colonel Garcia presented the Board with a “conceptual” business model for the next ten years to lay the ground work for future Board discussions on alternative ways to generate revenue and reduce expenses in order to meet financial shortfalls from state funding.

Colonel Goff was called on to present requests for diploma presentation exceptions.

The following requests for exceptions to the college diploma presentation regulations were presented for Board action:

Colonel Goff moved, seconded by Colonel Love:

**MOTION**

“That the Board of Visitors approves an exception to policy of the request from Mrs. Kathy Ballam that Cadet William L. Ballam’s diploma be presented by his great-uncle, Mr. H. Clifton Northum, Class of 1957.”

Following discussion, the motion was unanimously approved.

Colonel Goff moved, seconded by Colonel Love:

**MOTION**

“That the Board of Visitors approves an exception to policy of the request from Cadet Collin Buehring that his diploma be presented by his deceased father’s best friend and classmate Mr. William Hayes, Class of 1985.”

Following discussion, the motion was unanimously approved.
Colonel Goff moved, seconded by Colonel Love:

**MOTION**

“That the Board of Visitors approves an exception to policy of the request from Cadet Savannah Emmrich that her diploma be presented by a distant family relative, Mr. Jimmy Smith, Class of 1963.”

Following discussion, the motion was denied by an 8-1 vote. Colonel Love cast the affirmative vote.

Colonel Goff moved, seconded by Colonel Love:

**MOTION**

“That the Board of Visitors approves an exception to policy of the request from Cadet John M. Midkiff that his diploma be presented by his father, a non-graduate, in place of his deceased grandfather, Class of 1941.”

Following discussion, the motion was unanimously denied.

Colonel Goff moved, seconded by Colonel Love:

**MOTION**

“That the Board of Visitors approves an exception to policy of the request from The Citadel Graduate College student Mrs. Cynthia Norton that her diploma be presented by her son, LTC Peter Tortorici, Class of 1996.”

Following discussion, the motion was unanimously approved.

Colonel Goff moved, seconded by Colonel Love:

**MOTION**

“That the Board of Visitors approves an exception to policy of the request from The Citadel Graduate College student Mr. Robert Schroer that his diploma be presented by his brother, 2LT Jacob Allen Schroer, Class of 2014.”

Following discussion, the motion was unanimously approved.

Chair Steele called for all other actions requiring Board approval.

Colonel Goff moved:

**MOTION**

“That the BOV approves the following minutes as submitted:

- 23 and 24 January 2015
- 17 February 2015
- 2 March 2015
- 1 April 2015”
The motion was seconded by General Sams and following discussion was unanimously approved.

Colonel Lapointe moved:

**MOTION**

“That the Board of Visitors approves the Series 2015 Resolution dated 25 April 2015 providing for the issuance and sale of one or more series of athletic facilities taxable refunding revenue bonds of The Citadel, The Military College of South Carolina, in the aggregate principal amount of not exceeding fourteen million dollars ($14,000,000).”

Motion was seconded by Colonel Hooper and following discussion, unanimously was approved.

Colonel Lapointe moved:

**MOTION**

“That the Board of Visitors approves for execution the amended Master Planning Concept Phase I which now includes the start of construction of the new Capers Hall. Financing options will be approved by the Board of Visitors.”

Motion was seconded by Colonel Price and following discussion, was unanimously approved.

Colonel McCoy moved:

**MOTION**

“That the Board of Visitors adopts the Affiliated Entities Policy as presented by the Operations and Risk Management Committee.”

The motion was seconded and following discussion, passed unanimously.

Colonel Lapointe moved:

**MOTION**

“That the Board of Visitors adopts the ‘Nomination and Award of Honorary Degrees, The Palmetto Award and Other Honors Policy,’ as posted on SharePoint and dated 25 April 2015.”

Colonel Love seconded the motion and following discussion, was unanimously approved.

General Sams moved:

**MOTION**

“That the Board of Visitors reaffirms the institution’s mission as follows: The Citadel’s mission is to educate and develop our students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment.”
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Motion seconded by Colonel Lapointe and following discussion was unanimously passed.

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

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

Motion to come out of executive session made by General Sams, seconded by Colonel Lapointe, and unanimously approved.

Colonel Goff presented the following motion, seconded by Colonel Price:

MOTION
Be it resolved that: “The Citadel Board of Visitors expresses its unanimous support for the Commandant of Cadets and his efforts to address deviations from The Citadel Training Model. The Board of Visitors remains committed to the most rigorous and Spartan military lifestyle in the South Carolina Corps of Cadets, and a four class training model, the foundation of which is a demanding Fourth-Class System. We believe that Thucydides was correct in noting that ‘he is best who is trained in the hardest of schools.’ The Board of Visitors firmly believes that The Citadel’s Fourth Class system is the most demanding in the nation and that it must be administered according to the rules and regulations of this college without deviation.”

Following discussion, the motion passed unanimously.

There being no further business, the meeting adjourned at 1720 hours.

Respectfully submitted,

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