The Citadel Board of Visitors (BOV) held its annual meeting in the Scarborough Media Room, Holliday Alumni Center, on 12 and 13 June 2015, to conduct an executive session for legal matters, receive a School of Business Administration briefing, receive reports from the President and Board committees, and take appropriate action on committee recommendations.

The following Board members were present on 12 June 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 Greg A. Lapointe; Colonel Stanley L. Myers, Sr.; Chairman Emeritus, Colonel Leonard C. Fulghum, Jr.; member emeritus 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 Cook, Jr., Board Counsel, and Mrs. Patricia M. Kinard, Assistant to the President for Board Matters.

Voting members absent: none. 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 on the college website 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 for an invocation.

Following the invocation, Chair Steele call on President Rosa who introduced Dr. Connie Ledoux Book, the new Provost and Dean of the College who will assume office 1 July.

Chair Steele then reviewed Board goals set for the year, noting all objectives were met or in the process of being completed.

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

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

Colonel Goff introduced Representatives James Merrill and Leon Stavrinakis, members of the South Carolina House of representatives from Charleston County, who addressed the Board.
The representatives provided the Board with informative remarks pertaining to their view of the state of public higher education in South Carolina. They commented on the role of the Commission on Higher Education, the issues and challenges facing public colleges and the need for public colleges and universities to be more collaborative in designing curriculum to meet employer needs. They emphasized that future funding for higher education will rely heavily on how well each institution is preparing students for state employment needs.

During the informal discussion following their remarks, they indicated that in the future the legislature would, no doubt, consider establishing a Board of Regents to provide enhanced oversight to higher education in the state to ensure cost efficiencies and to eliminate the proliferation of duplicate programs and services.

They closed by expressing the pride, admiration and high esteem The Citadel is afforded by the members of the legislature.

General Sams thanked both representatives on behalf of the Board.

Chair Steele presented a Board Certificate of Appreciation to Colonel Benjamin Wham, II, Associate Vice President for Facilities and Engineering, for his service to the college. Colonel Wham was applauded for his strategic vision and planning for long term campus facilities enhancement, and for his creative and adaptive leadership in maintaining the college’s infrastructure.

Colonel Joseph Garcia, Vice President for Finances, was called on to present the FY 16 budget. The budget is based on tuition and fees increases of 2.4% for in-state and 3.5% for out-of-state. He delineated budget assumptions that had significant impact on the preparation of the budget. After a comprehensive review and discussion, the FY 16 budget was presented: $118,437,851 for projected revenue against expenses of $116,978,610. It was noted the motion to approve the budget will be considered with all other BOV motions at the end of the Saturday session.

Lieutenant Colonel Jason M. Puchir, Director of Financial Services, briefed the Board on the details of the proposed FY 16 Citadel Trust expenditures.

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

General Sams reviewed the status of Line of Effort (LOE) # 1, focusing on Strategic Initiatives (SI) 5.5 and 5.7 noting progress, current status and next steps. In highlighting SI 5.7, he noted the Cadet Accountability System will be fully implemented for the fall 2015 semester. This system significantly enhances the college’s ability to maintain and monitor all aspects of cadet information. This is an important implementation as it completes a Citadel-requested project specifically funded by the SC Legislature.
He referred BOV members to detailed academic and college data contained in the *Provost’s End-of-Year Report* compiled by the Institutional Research staff under the direction of Colonel Tara Hornor, Associate Provost for Planning, Assessment and Evaluation.

Brigadier General Samuel M. Hines, Jr., Provost and Dean of the College, was called on for his report. He reviewed all of the national recognitions and academic year achievements the college has recently received. Goals of the Quality Enhancement Plan have been met and an ethics course for the graduate school is being developed. Also highlighted was the SMART admission system recently implemented which will allow the college to focus on applicants most likely to matriculate. The status of academic programs in development was reviewed.

Colonel William Trumbull, Dean of the School of Business Administration, was called on to brief the Board on Academic Programs of Distinction.

Dean Trumbull provided an excellent brief, noting the Professional Pathways in the School of Business allow students to focus on a primary curriculum in their field of interest, providing external workplace exposure through networking trips, and opportunities for internships within the business community. He noted individual examples of how these professional pathways have led to employment upon graduation. Additionally, efforts are underway to develop a Professional Pathways Scholars program to assist selected students with expenses to attend conferences and provide expenses in high cost areas, especially while participating in interview trips.

Mr. James Senter, Athletics Director, was called on for his report. He began his presentation by reviewing 2015 accomplishments, stating fundraising goals for the endowment for the year will be exceeded. He anticipates the integration of a new development model and changes in the organizational structure will maximize future fundraising efforts. Relocation of The Citadel Brigadier Foundation staff to TCF office will also prove to be beneficial in future athletics fundraising efforts. Priorities for fiscal year 2015-2016 were outlined and he expressed deep concern for the number of capital projects facing the athletics department over the next few years. He anticipates the college’s greatest athletics fundraising challenge as being the ability to move athletics to a level of competitiveness and facilities to match the #1 academic rating of the college.

Head Baseball Coach, Mr. Fred Jordan, was introduced and provided an excellent update on his program, pointing out the success his players are having academically within the Corps and lamenting the impact the Major League draft has on college teams.

Captain Eugene “Geno” Paluso, Commandant of Cadets, provided an update focusing on cadet retention, disciplinary trends over a three-year period, and plans for training to enhance the cadet experience and build a “one corps mentality.” He is encouraged by the positive results of the Non-Commissioned Officer and Officer Academies conducted this spring. A two-year
program of seniors mentoring sophomores and juniors mentoring freshmen is being implemented.

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

Colonel Lapointe reviewed LOE# 4, noting progress being made. Efforts are ongoing to provide the means to meet stated goals and objectives, however, additional personnel assets are needed for 100% completion.

Colonel Thomas G. Philipkosky, Vice President for Operations, updated on the War Memorial project. The storyboards associated with the memorial will be provided for review and committee approval at the next SVG meeting.

Colonel Garcia reviewed conceptual plans for the college’s long range financial well-being, noting emphasis on three capabilities: generating revenue, controlling and reducing expenses, and monitoring and communicating. He anticipates presenting a formal plan for review at the Board’s fall meeting.

The meeting was recessed to reconvene on 13 June.

Chair Steele reconvened the meeting at 0800 hours on Saturday, 13 June 2015, in the Scarborough Multimedia Room, Holliday Alumni Center.

The following 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.; the Honorable Molly Spearman, State Superintendent of Education; member emeritus Colonel Douglas A. Snyder; Mr. Claudius E. Watts IV, Chairman, The Citadel Foundation; Mr. Scott Tucker, President, The Citadel Alumni Association. Lieutenant General John W. Rosa, President, participated along with senior members of the college staff and Mrs. Patricia M. Kinard, Assistant to the President for Board Matters.

Voting members absent: None.

Colonel Harrington confirmed a quorum was present and Freedom of Information Act requirements had been complied with.

The meeting continued with General Hines providing a LEAD 2018 refresh update. General Hines described the extensive campus-wide process that was initiated to be inclusive and ensure a comprehensive review of the plan to eliminate requirements completed or no longer required and establish new priorities. Of significance, he identified the need to include more
members of the Corps of Cadets into the process and the importance of developing a
technology component to ensure the college continues to be forward-looking in that area.

Chair Steele called on the President for his report. General Rosa expressed his satisfaction with
the previous academic year, briefly reviewing the major events of the year and acknowledging
with pride the accomplishments of the administration in moving the college forward. He
reviewed his priorities for next year, highlighting the funding of the School of Business building
as being top priority, followed by the design and construction of the new Capers Hall academic
building. He noted the upcoming Citadel Foundation Capital Campaign and its success will be
a key to the future growth and development of the college. He closed by announcing the
retirement in December of Commander John M. “Mike” Alverson, Director of Bands, and
Lieutenant Colonel Joel Harris, Chaplain to the Corps of Cadets.

Mr. Watts was called on for remarks. He reviewed the status of the Capital Campaign, noting
campaign goals prior to launch date were being attained and he is encouraged by the college’s
commitment to a new Capers Hall. He believes a separate campaign will need to be mounted to
meet that need. However, significant progress is being made in meeting current LEAD Plan
goals. To ensure continuity during the forthcoming Capital Campaign, the current TCF board
will remain in place for the campaign’s duration. He presented the nomination of Mr. Paul
Gillis, Class of 1980, for a vacant seat on The Citadel Trust Board. Action on the nomination
will be considered later in the meeting with other designated action items.

Mr. Tucker was called on for remarks. He outlined the ongoing efforts to improve the
operational structure of the association to support its membership, including improved
customer service and support to the college administration. He discussed work underway to
develop an “Affinity Agreement” to bring the association fully in sync with the college
administration.

Colonel McCoy, Chair of the Operations and Risk Management Committee, was called on for
his report. He reviewed LOE # 5, noting all objectives were tracking well and additional
strategic initiatives were being identified to be included in the LOE. Colonel Philipkosky briefed
on the status of projects underway in Phase I of the Master Plan Concept. Colonel Christopher
“Hawk” Moore, Chief Compliance Officer, reported the affiliated entities policy is in place and
funds raised to support the college through these entities are now being processed through
TCF. Colonel McCoy stated the audit firm of Elliott Davis had been contracted to conduct the
college’s external audit for the next three years.

Colonel Garcia was called on to review the rationale for increasing the Procurement Card limit
to $10,000, which will require Board approval. Final approval will be considered along with
other motions at the end of the meeting.

Colonel Love, Chair of the Communications and Community Relations Committee, was called
on for a report and an update on the status of LOE’s #2 and 3.
Colonel Pinson, Vice Chair, reported on meeting with staff and faculty representatives as part of the Board’s initiative to receive input from constituent groups. He said Mr. “Beau” Quarles, President of Staff Council, and Associate Professor Michael M. Barth, former head of the Faculty Council, had provided a briefing on each of their group’s respective activities and concerns. It was suggested that improved communications between the BOV and the councils would be beneficial. Both councils are working together to build a stronger relationship between faculty and staff for the good of the college.

Colonel Cardon B. Crawford, Director of Governmental and Community Affairs, updated on priority legislative issues impacting on the college, highlighting:

- Status of additional House appropriations “asks,” noting the process is moving slowly.

- In-state tuition for veterans has passed and will have a significant financial impact on the college. CHE is responsible for the allocation of $10 million, approved by the legislature, to schools impacted to help make up the projected shortfall.

- Work continues with county council to get additional accommodations tax funds to support the Southern Conference Baseball Tournament without jeopardizing our annual funding for the stadium.

Colonel Crawford reviewed legislative initiatives underway to enhance the college’s position with the legislature.

Colonel Love reported plans are being developed for the 175th anniversary of the college.

Chair Steele called for all other actions requiring Board approval to be presented.

Colonel Price motioned:

**MOTION**

“That the Board of Visitors approves the minutes of the 24 and 25 April 2015 BOV meeting and the 1 June 2015 BOV teleconference as submitted.”

The motion was seconded by Colonel Nuttall, and following discussion, was unanimously approved.

Colonel McCoy presented the following committee motion:

**MOTION**

“That the Board of Visitors approves a 2.4% in-state and a 3.5% out-of-state tuition fees increase, and approves the operating expense budget of $116,978,610 for fiscal year 2016 which includes the E&G budget, Athletic operations budget, Auxiliary budget, and other funds comprising the comprehensive operating budget.”
Following discussion, the motion was unanimously approved.

Colonel McCoy presented the following committee motion:  

**MOTION**

“That the Board of Visitors approves the proposed fiscal year 2016 expenditures of Trust unrestricted gifts as presented with the budget.”

Following discussion, the motion was unanimously approved.

Colonel McCoy presented the following committee motion:  

**MOTION**

“That the Board of Visitors approves the designation of the $190k Capital Campaign Quasi-Endowment balance from noncurrent to current.”

Following discussion, the motion was unanimously approved.

Colonel McCoy presented the following committee motion:  

**MOTION**

“That the Board of Visitors approves the transfer of the CDF Loan Fund Quasi-Endowment to The Citadel Foundation under the condition that the Foundation designates this loan fund to an unrestricted scholarship quasi-endowment fund.”

Following discussion, the motion was unanimously approved.

Colonel Lapointe presented the following committee motion:  

**MOTION**

“That the Board of Visitors approves the amendments to the College Regulations as shown on the document ‘College Regulations. Working document. 06-04-15,’ posted on Sharepoint on 5 June 2015.”

Following discussion, the motion was unanimously approved.

Colonel McCoy presented the following committee motion:  

**MOTION**

“That the Board of Visitors approves the P-card limits increasing from $2500 up to a single purchase limit of $10,000 for one-time purchases placed with vendors on agency or state contract or else purchases determined to be ‘fair and reasonable’ by the Procurement Department, and for sole source and emergency purchases.”

Following discussion, the motion passed unanimously.
Colonel Lapointe presented the following committee motion: 

**MOTION**

“That the Board of Visitors approves the appointment of Mr. Paul J. Gillis, ’80 to The Citadel Trust Board of Directors for a six-year term.”

Following discussion, the motion was unanimously approved.

The Honorable Molly Spearman, State Superintendent of Education, addressed the Board highlighting initiatives underway to ensure high school graduates are better prepared to enter college.

In a general discussion on recent disciplinary incidents, the Commandant of Cadets stated the *Blue Book* will be streamlined to ensure clarity and the definition the college uses for hazing will be reviewed to ensure it conforms to today’s standards. It was emphasized the definition of hazing has remained consistent at the college since at least 1912, as far back as we have been able to research our school records.

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

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

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

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

**MOTION**

“That the Board of Visitors approves a performance bonus for the President of 30% of annual salary for fiscal year 2014-1015.”

Following discussion, the motion passed unanimously.

Colonel McCoy presented the following motion, seconded by Colonel Love.

**MOTION**

“That the Board of Visitors authorizes the Chair to send a letter to the South Carolina Salary Commission requesting the President’s state salary be increased to $200,000 annually.”

Following discussion, the motion passed unanimously.

Colonel Lapointe motioned:

**MOTION**

“That the Board of Visitors authorizes the Chair to negotiate with the President for continuation of his services through 2018 within agreed parameters and negotiate with The Citadel Foundation for payment.”
Motion was seconded by Colonel McCoy, and following discussion, was unanimously passed.

There being no further business, the meeting adjourned at 1500 hours.

Respectfully submitted,

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