The Citadel Board of Visitors (BOV) held an off-site retreat at the St. Christopher Camp and Conference Center, Johns Island, SC on 28 and 29 July 2015. The purpose of the retreat was to review the accomplishments of the Board and the Board committees during the 2014/2015 academic year, discuss objectives for the 2015/2016 academic year, and to conduct executive sessions to receive legal updates and discuss personnel matters.

Tuesday, 28 July 2015 – The meeting began at 0845 in the Temple Large Conference Room.

The following members were present: Lieutenant General John B. Sams, Jr., Chair; Colonel Dylan W. Goff, Vice Chair; Colonel Allison Dean Love; Colonel Fred L. Price, Jr.; Colonel “Tee” Hooper; Colonel Peter M. McCoy, Sr.; Colonel Robert H. Nuttall, Sr.; Colonel L. E. “Gene” Pinson; Colonel Greg A. Lapointe; Colonel Myron C. Harrington, Jr.; Colonel Douglas A. Snyder, member emeritus; and Mr. Claudius E. Watts, IV, Chairman, The Citadel Foundation. Also in attendance were: Lieutenant General John W. Rosa, President; Colonel Thomas G. Philipkosky, Vice President for Operations and Administration; Captain Eugene “Geno” Paluso, Commandant of Cadets; Colonel Joseph Garcia, Vice President for Finance and Business; Mr. Jim Senter, Director of Intercollegiate Athletics; Mr. John P. Dowd III, Vice President for Institutional Advancement; Colonel W. Brett Ashworth, Vice President for Communications and Marketing; Colonel Mark A. Bebensee, Associate Provost for Academic Affairs; Colonel Tara Hornor, Associate Provost for Planning, Assessment, and Evaluation and Dean of Enrollment Management; 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.

Chair Sams called the meeting to order at 0845.

Mrs. Kinard confirmed the meeting was in compliance with the Freedom of Information Act in that 24 hours in advance notice had been posted in Bond Hall, local media sources had been notified by electronic means, and the agenda had been posted on the college’s website.
Chair Sams introduced Colonel Harrington, formerly Secretary of the BOV, as the newest voting member of the BOV, effective 1 July. Colonel Goff performed the swearing-in for Colonel Harrington. Chair Sams said Colonel Harrington will retain the position of Secretary of the BOV, however, the duties of the position, as described in the most recent version of the College Regulations are “to attest to the authenticity of all official Board actions and Board approved documents or other records required under law or requested by the College in the course of its business operations.” Mrs. Kinard is now acting as the official recorder for all BOV meetings and BOV committee meetings and teleconferences.

Chair Sams outlined the rationale he used to determine the BOV committee assignments for the upcoming year. He plans to meet with each voting member of the Board individually during the next 45 days.

The agenda for the day was reviewed.

It was noted that Mr. John Warley, Class of ’67, would address the BOV after lunch regarding the storyboard for The Citadel War Memorial.

Copies were distributed of the letter sent to the Honorable James H. Lucas, Speaker of the South Carolina House of Representatives, pertaining to the Confederate Naval Jack hanging in Summerall Chapel. Copies of the response from Speaker Lucas were also distributed. The college was advised the General Assembly has completed its consideration of the issue and the matter is considered settled.

Chair Sams gave the Board a synopsis of his thoughts as he takes over the position of Chair of the BOV. He stressed the need to support the capital campaign; Board focus on strategies, policies and regulations that allow the college to thrive; and the importance of inclusiveness for all of our alumni.

Several Board members also reiterated the importance of maintaining the confidentiality of executive session discussions.

Colonel Love began the Communications and Community Relations (CCR) Committee report by thanking the Chair for having the retreat at the St. Christopher site, and thanking Colonel Ashworth and his team for all of their efforts during the previous year.
The committee’s accomplishments, strong points to be built upon for the upcoming academic year, and those areas that need improvement were reviewed. The completed tasks from LEAD 2018 were discussed along with the 2015/2016 committee goals. The current committee makeup and charter were deemed to be accurate.

The legislative strategy, including the focus of advocacy efforts with recommended timelines, was outlined. Some of the Board members reported they had met with their legislative teams. Colonel Love asked BOV members to keep her updated if any changes occur.

The status of Line of Effort (LOE) #3 is currently 98%; LOE #2 will be changed during the “refresh” cycle and some initiatives deleted.

Colonel Ashworth delineated the various ways in which the Communications and Marketing Office coordinates with The Citadel Alumni Association to ensure a strong working relationship.

Colonel McCoy reviewed the Operations and Risk Management (ORM) Committee objectives for 2014/2015, outlining how the committee met its purpose and responsibilities as stated in its goals and in the College Regulations. Colonel Garcia placed emphasis on the creation of 18 budget authorities to provide greater visibility and accountability for monitoring financial risk. Among the strong points that can be built upon for the coming academic year, Colonel Philipkosky noted that 18 objectives had been added to the committee’s areas of responsibility, and construction standards had been established. Completed tasks from the LEAD 2018 plan were listed and two changes to committee responsibilities were cited – the addition of ensuring a diverse faculty and staff that has the leadership and talent to accomplish strategic objectives and adding “Operations” to “Compliance, Risk Assessment/Mitigation” to the LOE. The final review was of committee goals for the upcoming year.

Colonel Lapointe began the presentation of the Strategy, Vision and Governance (SVG) Committee by introducing Mr. John Warley, author of the storyboard for The Citadel War Memorial. Colonel Philipkosky presented slides depicting how the memorial would be set up, delineating the location of the narrative. Mr. Warley gave the BOV some background regarding the narrative he had authored. Colonel Philipkosky asked BOV members to send their comments to him; the next meeting of the War Memorial Committee is scheduled for 18 August. Once finalized, the storyboard will be
Colonel Garcia stated LOE #4 is currently at 70% completion, noting the final 30% of progress will be the hardest to attain.

Colonel Lapointe thanked General Rosa for agreeing to extend his contract to 2018, emphasizing how important his leadership of the college will be in attaining the goals of the LEAD 2018 plan and the capital campaign.

He reviewed the committee’s self-assessment for the past year, including LEAD objectives met during 2014/2015 and ways the committee can be more effective.

Colonel Hornor reported the Education Advisory Board study will take six months, but will result in a concrete matrix to create more efficiencies. The college will also consider bringing in a consultant to perform a staff review for similar purposes.

Colonel Myers began the Education and Leadership Development (ELD) Committee presentation by reviewing the committee’s responsibilities.

Colonel Hornor said LOE #1 is at 64% completion. A Request for Proposal (RFP) had been generated for an online education provider. Three strong bidders were identified and the college is currently in negotiations with the selection committee’s top choice.

Beginning a discussion of committee objectives met during the previous academic year, Mr. Senter noted the initiatives for the Athletics Department are a “moving target.” The staff at The Citadel Brigadier Foundation is now situated at the Alumni Center and the synergy generated by combining the staff location within the same area as The Citadel Foundation staff has been very promising.

Captain Paluso reported his focus this year will be more heavily placed on sophomores and juniors. The Cadet Accountability System is now “live” as of last Friday and should produce greater efficiencies within the Commandant’s Office. He also noted that moving the Corps Squad into the Mess Hall had generated positive results.

Colonel Hornor reviewed ways in which the committee can be more effective in the future.
Colonel Myers concluded the briefing by outlining the ELD Committee 2016 goals for LEAD 2018.

Chair Sams then reviewed how the BOV had met its objectives for 2014/2015 and the strategic accomplishments made by the BOV in coordination with the administration during that time frame. He outlined BOV objectives for 2015/2016, with a strong emphasis on communications between all contingencies of The Citadel community as well as the state legislature.

There being no further business for the day, the meeting adjourned at 1700 hrs.

Wednesday, 29 July 2015 – The meeting began at 0845 in the Temple Large Conference Room.

The following members were present: Lieutenant General John B. Sams, Jr., Chair; Colonel Dylan W. Goff, Vice Chair; Colonel Allison Dean Love; Colonel Fred L. Price, Jr.; Colonel Peter M. McCoy, Sr.; Colonel Robert H. Nuttall, Sr.; Colonel L. E. “Gene” Pinson; Colonel Greg A. Lapointe; Colonel Myron C. Harrington, Jr.; Colonel Douglas A. Snyder, member emeritus; and Mr. Claudius E. Watts, IV, Chairman, The Citadel Foundation. Also in attendance were: Lieutenant John W. Rosa, President, and Mrs. Patricia M. Kinard, Assistant to the President for Board Matters.

Voting members absent: Colonel “Tee” Hooper. A quorum was present.

Chair Sams called the meeting to order and reviewed the agenda for the day.

In response to a question during the ELD Committee meeting on Tuesday, Colonel Love reported that revenues generated by the Lowcountry Graduate Center for the previous year had been $616,548.

Colonel Nuttall moved to go into executive session for a legal update. Colonel Love seconded the motion, which was passed unanimously.

Colonel Lapointe made a motion to come out of executive session, which was seconded by Colonel Goff and approved unanimously.

General Rosa advised the Board he had signed a new contract, extending his tenure as President until 2018. He wants to interact more with cadets and has put into place a new senior staff organization profile, led by BG Book as Provost and Dean of the
College and Colonel Philipkosky as Senior Vice President for Operations and Administration. The new organizational structure should provide him with more free time in his schedule for other student-related activities.

He mentioned each college auxiliary has been instructed to produce a five-year plan to follow in the format of LEAD 2018. The LEAD 2018 plan refresh is being finalized and the struggle begins now to secure funding to move forward with the balance of the initiatives.

Chair Sams emphasized the need for all members of the BOV to contribute to the capital campaign, especially a possible planned gift, as other potential donors look to the Board to set an example in philanthropy.

General Rosa said the Asset Management Plan and the Campus Master Plan have been major factors in the progress being made to modernize campus facilities.

Colonel Hornor has done an excellent job in taking over as Dean of Enrollment Management, which is showing results in the quality of the students enrolling for the fall semester.

The next 18 to 24 months are going to be crucial. The BOV must have a frank conversation with the legislature regarding the future of state funding for higher education.

Lastly, General Rosa said there would be a modest kick-off of the capital campaign during the Leaders in Philanthropy weekend, 30 and 31 October 2015.

Colonel Goff moved to go into executive session to discuss personnel matters. Colonel Love seconded the motion, which was passed unanimously.

Colonel Myers made a motion to come out of executive session, which was seconded by Chair Sams and approved unanimously.

The BOV action item list was reviewed.

General Rosa, Colonel Myers and Colonel Nuttall left the session at the break.

The final event of the session was a presentation from Mr. Ted Pitts, Chief Executive Officer of the South Carolina Chamber of Commerce.
Mr. Pitts told the BOV the State of South Carolina needs to make improvements which will be good for all businesses in the areas of work force development and improved infrastructure. There is a shortage of engineers within the state, and The Citadel should emphasize the quality and diversity of its engineering programs. He believes it is important to tie funding requests from the legislature to specific projects, such as furthering engineering programs. He complimented the college on its many academic achievements.

There being no further business, the meeting adjourned at noon.

Respectfully submitted,

Patricia M. Kinard
Assistant to the President for Board Matters
Recorder