The Citadel Board of Visitors (BOV) held meetings in Room 295, Bond Hall, on 25 and 26 September 2015, to conduct an executive session for pending legal matters, receive a presentation on higher education, recognize two cadets for outstanding achievements, and receive reports from Board committees.

The following Board members were present on 25 September 2015: 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, 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.; Colonel Myron C. Harrington, Jr.; 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); Mr. Scott Tucker, President, The Citadel Alumni Association (CAA); and Mr. Alfred R. Kennickell, Jr., President, The Citadel Brigadier Foundation (TCBF). Also in attendance were: Lieutenant General John W. Rosa, President; Brigadier General Connie L. Book, Provost and Dean of the College; Colonel Thomas G. Philipkosky, Senior 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; Colonel W. Brett Ashworth, Vice President for Communications and Marketing; Mr. Mark C. Brandenburg, General Counsel; and Mrs. Patricia M. Kinard, Assistant to the President for Board Matters. Other members of the college staff were also present.

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 Sams opened the meeting at 8 a.m. and called on Chaplain Joel Harris for an invocation.

Following the invocation, Chair Sams presented President Rosa with a letter of commendation for the college’s being recognized by U. S. News and World Report as the No. 1 public college in the South offering a master’s degree for the fifth year in a row!

Chair Sams reviewed the agenda. He advised the Board he had approved an expenditure of approximately $4,000 for a rug to be put in the newly-renovated office of the President.

Mr. M. Dawes Cooke, Jr., Counsel to the Board of Visitors, then called into the meeting by teleconference phone to provide an update on pending legal matters.
Chair Sams called for a motion to go into executive session for legal matters. Motion made by Colonel Goff, seconded, and unanimously passed.

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

Chair Sams introduced South Carolina State Senator, George E. “Chip” Campsen, III. Senator Campsen discussed factors influencing financing of higher education within the state, and provided some background information pertaining to the Confederate flag being flown at the capitol. He suggested it might be prudent for higher education presidents to have a meeting with legislators early in the session to make them generally aware of the effects of underfunding.

Chair Sams thanked Senator Campsen on behalf of the Board.

After a brief break, Mr. Senter introduced football Head Coach, Mike Houston.

Coach Houston said he likes the way the team is playing, and he is excited about the start of the season. He noted the high quality of academic support being provided to the team; eleven players had received Gold Stars and twenty-one were on the Dean’s List. He emphasized the importance of the college’s academic reputation in the recruiting process. He also described the upgrades being accomplished in Seignious Hall.

Colonel Love, Chair of the Communications and Community Relations Committee, reviewed the committee’s agenda and reminded BOV members that the Office of Communications and Marketing (OCM) Annual Report had been published and was available on the college website. She called on Colonel Ashworth for a report.

Colonel Ashworth complimented the OCM team on their accomplishments during the year and briefly reviewed the highlights of the Annual Report. The college had received extensive press coverage on the U. S. News and World Report rankings and on the Tew Sword events. He demonstrated the versatility of the virtual map that recently “went live” on the website. The Facts 2015-2016 mini-pamphlets are being finalized and will be distributed to BOV members as soon as they are available.

Colonel Crawford provided a legislative update, outlining funding requests, including $25M in non-recurring funds for replacing Capers Hall, and $2.6M in non-recurring funds to extend the life cycle of Stevens Barracks for 5-10 years, and two recurring fund requests. He addressed various interactions with members of local and state legislative groups.

The 175th anniversary celebration of the South Carolina Corps of Cadets will take place throughout the 2017-2018 academic year. The 175th anniversary edition of The Citadel Magazine and the publication of the President’s Report will figure prominently in the celebration.
Colonel Love reminded the BOV to provide suggestions for other speakers at future BOV meetings.

After lunch, Captain Paluso introduced Cadet James A. Jenkins, Jr., First Battalion Commander, and Cadet David M. Wilkinson, who were receiving Certificates of Achievement from the BOV. Cadet Jenkins graduated in the top 10% overall at the 2015 Officers Candidate School, Quantico, VA, and achieved the highest physical fitness average among all summer training cadets. Cadet Wilkinson earned first place for the USA team in the International Rapid Fire event and second place for the USA team in the Standard Event at the 2015 Summer Universiade competition in South Korea.

Mr. Senter introduced Ms. Lori Bonacci, Head Women’s Golf Coach. She said she is trying to bring in more recruits, and announced an inaugural golf tournament on 13-15 March 2016 at the college’s home course, Patriots Point.

Colonel Myers, Chair of the Education and Leadership Development Committee, introduced Colonel “Bo” Moore, Dean of the School of Humanities and Social Sciences.

Colonel Moore provided a thorough report of recent activities within the department, publications written by the faculty, and new programs and initiatives. He distributed the official program booklet from the “Intelligence and Homeland Security Enterprise Conference,” sponsored by The Citadel Department of Criminal Justice, which was held recently in downtown Charleston. He ended his presentation by expressing the gratitude of the faculty to the BOV for moving forward on replacing Capers Hall.

General Book reviewed the U. S. News and World Report rankings in detail. She also reviewed The Citadel’s rankings from the U. S. Department of Education College Scorecard, which highlights key indicators about the cost and value of institutions across the country to help students choose a school consistent with their educational and career goals. Data pertaining to the admissions profile of the Class of 2019, fall enrollment, Graduate College credit hours and other updates were also provided. In briefly discussing her initial impression of the college during her first few months as Provost, General Book stated, “The Citadel is empowered by relationships.”

Captain Paluso gave a report on the current status and strength of the Corps of Cadets, the Cadre’s focus on being fair, firm and consistent, and ways we are training leadership and ensuring our students have the right “tools.” The Regimental Commander’s goals for the year include 16,000 hours of cadet community service time, Corps GPA above 2.0, and all cadets passing The Citadel physical fitness test.

Mr. Senter briefed the BOV on allowing Burke High School to use Johnson Hagood Stadium for football games. The first game had been held the previous night and the situation is being evaluated on a game-by-game basis.
Mr. Senter and Colonel Crawford had been invited to a discussion by State Representative Wendell Gilliard about facilities.

The meeting was recessed at 3:05 p.m. to reconvene on 26 September.

Chair Sams reconvened the meeting at 8:30 a.m. on Saturday, 26 September 2015, in Room 295, Bond Hall.

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, 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.; Colonel Myron C. Harrington, Jr.; 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); Mr. Scott Tucker, President, The Citadel Alumni Association (CAA); and Mr. Alfred R. Kennickell, Jr., President, The Citadel Brigadier Foundation (TCBF). Also in attendance were: Lieutenant John W. Rosa, President; Brigadier General Connie L. Book, Provost and Dean of the College; Colonel Thomas G. Philipkosky, Senior 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; Colonel W. Brett Ashworth, Vice President for Communications and Marketing; Mr. John P. “Jay” Dowd, Vice President for Institutional Advancement; Mr. Mark C. Brandenburg, General Counsel; and Mrs. Patricia M. Kinard, Assistant to the President for Board Matters. Other members of the college staff were also present.

Voting members absent: None. A quorum was present.

Chair Sams called on the President for his report.

General Rosa referred to the good job done by the Criminal Justice Department in putting together the Intelligence and Homeland Security Enterprise Conference. Specialization in such areas is going to be important in the future. The Top 9 team for 2015-2016 is very focused and the beginning of the academic year has been quiet. All qualified seniors will be receiving their rings during Parents’ Weekend; however, several seniors did not pass the physical fitness test and will not receive their rings until the following Monday. He thanked BOV members for attending the Athletic Hall of Fame Banquet and stressed the importance of giving back to the college financially.

The development team is doing very well. He mentioned his trip to Scotland for the Royal Edinburgh Military Tattoo, and visits to donors in Boston and Houston. The capital campaign kickoff event will be held 30 October at Quarters One.
Building the strategic plan for 2018-2024 is a big challenge. The core curriculum is under review at present. It is important financially that we fill the barracks. Currently, 150 of our freshmen are legacy students.

He closed by saying it is time to sit down and determine how the college wants to convey to the legislature our building plans for 2018-2024. He will coordinate with the staff to build a strategy. Our challenges in the next five to seven years are going to be enormous. It is important that we explain our business model to legislators, as there are second and third orders of effect when our state funding is cut.

Colonel McCoy, Chair of the Operations and Risk Management Committee, was called on for his report. He told the BOV the college has instituted a new requirement that all employees wear picture identification badges at all times while on campus.

Colonel Philipkosky briefed on the status of the Fiscal Year 2015 Vice President for Operations and Administration Annual Performance Plan (APP), a twelve-month operational plan to advance BOV-approved initiatives. The APP currently is at a 94% completion rate. He highlighted projects that were completed within the Campus Master Plan, efforts to move forward in reducing paper files, and procurement of the Applicant Tracking System. He brought forward a proposal to the BOV to paint a mural on the College Park wall along Rutledge Avenue to honor the nine people killed at the Mother Emanuel Church shooting. The mural will be funded through donor contributions. A motion will be presented for further consideration and voting at the end of the meeting.

Colonel Christopher “Hawk” Moore, Chief Compliance Officer, reported completed internal audit information is currently available; he also discussed the FY16 Audit Plan. Compliance, Title IX, Hotlines, and Enterprise Risk Management Council updates have been posted on the BOV SharePoint site.

A five-year contract with Barnes & Noble has been renewed. The Gift Shop will be expanded into the current Barber Shop area.

The annual *Clergy Report* will be put online next week and will be available in hard copy in the Public Safety Office.

The renewal date for insurances is January 2016, and we expect to receive applications approximately a month prior.

Colonel Garcia reviewed in detail the FY15 year-end position and the issues impacting the FY16 budget.
Mr. Senter presented data pertaining to the diminished revenues and increased expenses that created a budget shortfall for the Athletics Department in FY15. He outlined a plan for required actions in FY16 and beyond to avoid this situation in the future.

Colonel Benjamin Wham, Associate Vice President for Facilities and Engineering, reviewed the 2016 construction plan projects.

Captain Paluso introduced to the BOV Cadet Brian D. Bilbo. Cadet Bilbo was scheduled to receive a Certificate of Achievement the previous day but had been delayed off-campus. Chair Sams then recognized Cadet Bilbo for his exemplary performance and leadership as Drum Major of The Citadel Regimental Band and Pipes at the Edinburgh Tattoo and for the recognition he received from The Air Force Association as the national Outstanding ROTC Cadet of the Year.

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

Mr. John Warley, Citadel Class of ’67, briefed the BOV on the final version of the War Memorial narrative.

Colonel Harrington, Vice Chair of the SVG Committee, advised LOE#4 is currently on track at 70% completion.

Colonel Garcia reviewed the factors contributing to building the Strategic Financial Plan 2018-2024. He anticipates presenting a formal plan for review at the Board’s January 2016 meeting. The Athletics program and associated benefits were considered, as well as the program efficiencies generated by the Education Advisory Board Review and the Human Resources-led review, capital projects, and financial health metrics.

The LEAD 2024 planning cycle schedule was presented. The cycle will cover the period of August 2018 to July 2024; action items and key performance indicators will be refreshed in the third year (2021), with a bi-annual articulation of TCF funding needs.

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

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

Mr. Watts was called on for remarks. The goal of the Capital Campaign is to raise $175 million by the end date of 2018. The launch target of the silent phase of the campaign has been met and TCF is very optimistic about reaching the final dollar objective.
Colonel Goff reported the Ad Hoc Honorary Degree/Palmetto Medal Nominating Committee had met and evaluated all of the nominations. He thanked General Book for her leadership of the committee and the information provided by her staff to assist in the vetting process.

Colonel Price made a motion to go into executive session for personnel matters. Motion was seconded and unanimously passed.

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

Colonel Goff made the following motion:

**MOTION**

“That the nominations for Honorary Degrees as presented by the Ad Hoc Honorary Degree/Palmetto Medal Nominating Committee be approved.”

The motion was unanimously approved by the voting members present (Sams, Goff, Love, Price, Hooper, McCoy, Pinson, Lapointe, Myers, and Harrington).

Colonel Goff made a motion to go into executive session for personnel matters. Motion was seconded and unanimously passed.

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

Colonel Goff made the following motion:

**MOTION**

“That the nomination for a non-cadet Palmetto Medal as presented by the Ad Hoc Honorary Degree/Palmetto Medal Nominating Committee be approved.”

The motion was unanimously approved by the voting members present (Sams, Goff, Love, Price, Hooper, McCoy, Pinson, Lapointe, Myers, and Harrington).

The nominations for both Honorary Degrees and Palmetto Medals will be carried forward for consideration one more year. The policy may change after that time.

Mr. Tucker was called on for remarks. Mr. Jamie Khan will assume the position of CAA President at Homecoming in November, and Mr. Willis Tisdale will become the Vice President. He mentioned the association’s ongoing efforts to support its membership and the college administration. He thanked the BOV for the opportunity to work with them during his tenure as CAA President.
Mr. Kennickell told the BOV the new Executive Director of TCBF is Rob Hoak, Citadel Class of ’78. Mr. Hoak’s previous business experience has enabled him to accomplish much more with the same staff. The organization has not been achieving goals for a number of years, but he expects this to be very different going forward. He gave some in-depth analytics regarding the composition of TCBF membership. He also outlined new initiatives that are projected to increase awareness and membership.

Colonel Goff called on President Rosa to describe the rationale for the proposal he and the Naming Opportunities Committee had endorsed. Mr. and Mrs. Henry Dale Smith, Class of ’47, had expressed their desire to name the Oral Communications Lab in honor of Patricia P. McArver, former Vice President for External Affairs, and current faculty member. After the information was presented and a brief discussion, Colonel Love made the following motion, which was seconded:

**MOTION**

“That the Board of Visitors approves the Oral Communications Lab naming opportunity as presented.”

The motion was unanimously approved by the voting members present (Sams, Goff, Love, Price, Hooper, McCoy, Pinson, Lapointe, Myers, and Harrington).

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

Colonel Goff made the following motion, which was seconded:

**MOTION**

“That the Board of Visitors approves the following meeting/teleconference minutes as submitted:
• 12 and 13 June 2015 meetings
• 23 June 2015 teleconference
• 28 and 29 July 2015 off-site meetings
• 5 August 2015 teleconference
• 1 September 2015 teleconference”

The motion was unanimously approved by the voting members present (Sams, Goff, Love, Price, Hooper, McCoy, Pinson, Lapointe, Myers, and Harrington).

Colonel Goff made the following motion, which was seconded:

**MOTION**

“That the Board of Visitors approves the purchase of six (6) Palmetto Medals at an estimated cost of $7,500 (seven thousand five hundred dollars).”
Colonel Lapointe presented the following committee motion:

**MOTION**

“That the Board of Visitors approves the narrative as presented for The Citadel War Memorial storyboard.”

The motion was unanimously approved by the voting members present (Sams, Goff, Love, Price, Hooper, McCoy, Pinson, Lapointe, Myers, and Harrington).

Colonel Goff made the following motion, which was seconded:

**MOTION**

“That the Board of Visitors approves the painting of the mural on the College Park wall along Rutledge Avenue as presented.”

The motion was unanimously approved by the voting members present (Sams, Goff, Love, Price, Hooper, McCoy, Pinson, Lapointe, Myers, and Harrington).

Colonel McCoy presented the following committee motion:

**MOTION**

“That the Board of Visitors approves using $300,000 per year in Citadel Trust unrestricted gifts to supplement the athletic scholarship budget for fiscal years 2016 through 2018.”

The motion was unanimously approved by the voting members present (Sams, Goff, Love, Price, Hooper, McCoy, Pinson, Lapointe, Myers, and Harrington).

Colonel Goff added two items to the current BOV Action Item List: a meeting of the legal working group and the allocation of time at the next BOV meeting to continue discussion regarding the college’s legislative approach.

General Book noted the Lowcountry Graduate Center is not currently charging rent for use of the facility. The imposition of rent charges would change the current profit of $300,000 ($600,000 less the $300,000 cost for instructional effort) to a much smaller amount.

Chair Sams reminded everyone of upcoming events.
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There being no further business, the meeting adjourned at 2:35 p.m.

Respectfully submitted,

Patricia M. Kinard
Assistant to the President for Board Matters
Recording Secretary