The Citadel Board of Visitors (BOV) held meetings in the Scarborough Media Room, Holliday Alumni Center, on 22 and 23 January 2016, to conduct executive sessions for pending legal matters and for personnel matters (selection of Honorary Degrees and Palmetto Medal Awards), receive a presentation from the Dean of the Zucker Family School of Education, recognize cadets and a faculty member for outstanding achievements, discuss a naming opportunity, and receive reports from the President, Board committees, The Citadel Foundation (TCF), The Citadel Alumni Association (CAA) and The Citadel Brigadier Foundation (TCBF).

The following Board members were present on 22 January 2016: 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 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, TCF; and Mr. Jamie A. Khan, President, CAA. 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. John P. “Jay” Dowd, III, Vice President for Institutional Advancement; Mr. Mark C. Brandenburg, General Counsel; Mr. M. Dawes Cooke, Jr., Board Counsel; Mrs. Ashley Witherspoon, Paralegal and Compliance Specialist; and Mrs. Patricia M. Kinard, Assistant to the President for Board Matters. Other members of the college staff were also present.

Voting members absent: Colonel Stanley L. Myers, 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 on the college website and local media sources were notified at the same time by electronic means.

Chair Sams opened the meeting at 8:30 a.m. and led the group in reciting “The Pledge of Allegiance.”

Captain Paluso introduced the new chaplain, LCDR Jose R. “Joe” Molina, USN (Retired), who gave an invocation.

Chair Sams reviewed the agenda. He recognized General Rosa for ten years of service to the college as President.
Chair Sams called for a motion to go into executive session for an update on pending legal matters. Motion made by Colonel Nuttall, seconded, and unanimously passed.

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

Colonel Love, Chair of the Communications and Community Relations Committee, reviewed the committee’s agenda and complimented the Office of Communications and Marketing (OCM) team on their accomplishments. We anticipate hiring a new college photographer by 1 March. Discussion regarding legislative strategy will be deferred until the Saturday BOV session. She also thanked General Rosa for the outstanding budget brief to the House Ways and Means Subcommittee he had presented the previous Wednesday.

She called on Colonel Ashworth for a report.

Colonel Ashworth highlighted several areas: OCM is working with the Provost’s office to publicize grants; engineering is heavily marketing educational opportunities being offered, including four digital billboards that will be activated in February; several events are being planned to commemorate Black History month and Women’s History month; advertising has been set up on television systems in local hotels for February through June; The Citadel Graduate College (CGC) is running commercials and tracking impact; and the website was updated right before the 2015 holidays. He also addressed the manner in which news from the college is being released to the press. OCM is working with CAA and Citadel club presidents so they are kept aware of news events. He stressed the high visibility of social media.

Colonel Cardon Crawford, Director of Governmental and Community Affairs, provided a legislative update, outlining funding requests, and citing various meetings and exchanges with members of local and state legislative groups.

General Rosa noted he had met with other college presidents and the general consensus was that the environment in Columbia pertaining to funding of higher education is challenging. The difficulties we face regarding future financial sustainability are significant.

Colonel Love mentioned several people who might be asked to address the BOV at future meetings.

Colonel Ashworth reviewed the advancements made in planning for the 175th anniversary celebration. He will have a timeline complete by February, listing milestone events such as Homecoming, the War Memorial dedication, Corps Day and Commencement.
Colonel McCoy, Chair of the Operations and Risk Management Committee, was called on for his report. He asked for a moment of silence to honor the passing of State Senator “Billy” O’Dell, Citadel Class of ’60.

The external financial audit is not complete as the Elliott Davis auditors are still reviewing information from TCBF. The audit should be complete by early March 2016.

Colonel Garcia noted the Vice Presidents are currently compiling information to update the Lines of Effort dashboard; the data will be ready in two to three weeks.

Colonel Garcia briefed the major factors creating budget challenges, the FY16 budget status, and gave a preview of the FY17 budget, along with preliminary tuition and fees for 2016/17. He will have copies of the Strategic Financial Plan 2018 for distribution to the BOV on Saturday.

A discussion ensued regarding the financial need of South Carolina resident students and potential funding strategies.

Colonel Philipkosky reviewed the construction timeline for the execution of major projects and an update on Phase I (execution) of the Master Plan.

Cost estimates and timelines for the proposed Bastin Hall and Capers Hall were detailed.

Colonel Philipkosky discussed 2015 insurance claims and a summary of campus insurance policies.

No significant issues were identified with any of the internal audits conducted to date. The carryover audits and the FY 2016 internal audit plan were delineated.

Captain Paluso briefly went over the data from CARE (Campus Advocacy, Response and Education), CADIC (Campus Alcohol and Drug Information Center), CCC (Citadel Counseling Center) and the Infirmary. He credited the improvement in the numbers to the work of the Class of 2016.

The campus will become tobacco free on 1 July 2016, with the only exclusion being on-campus housing. This regulation will be challenging to establish and enforce, but the resultant health benefits will be worth the effort.

Colonel Fulghum reported the Daniel Fund Trustees had met and reviewed applications. He recommended the BOV approve two recommended awards of $3,000 each. Colonel Nuttall made a motion to approve the awards as indicated. The motion was seconded and approved unanimously by all voting members present.
After lunch, Mr. Senter introduced Mr. Craig Mosqueda, the new Women’s Head Volleyball Coach and Mr. Rob Hjerling, Men’s Head Wrestling Coach.

Coach Mosqueda gave a presentation outlining his goals for the upcoming season. He noted he has hired a new assistant and hopes to win 16-18 matches next year.

Coach Hjerling is currently serving his 17th year at The Citadel. The team has an eight-team tournament coming up and he expects to see three wrestlers competing at the national level.

Colonel Goff made a motion to go into executive session to discuss personnel matters. The motion was seconded and approved unanimously.

Colonel Harrington motioned to come out of executive session; the motion was seconded and approved unanimously.

Colonel Goff made the following motion, which was seconded:

MOTION

“That the Board of Visitors authorizes the President to execute the naming opportunity proposed for the art gallery and fine arts studio in the renovated Capers Hall.”

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

Colonel Price, Vice Chair of the Education and Leadership Development Committee, introduced Colonel Larry P. Daniel, Dean of the Zucker Family School of Education.

Colonel Daniel presented a highly informative briefing including: the new faculty and staff within the School, new programs launched or under development, School of Education initiatives, and progress toward LEAD 2018 initiatives.

The meeting was recessed at 3:15 p.m. to reconvene on Saturday.

Chair Sams reconvened the meeting at 8:30 a.m. on Saturday, 23 January 2016, in the Scarborough Media Room, Holliday Alumni Center. He welcomed Mrs. Molly Spearman, State Superintendent of Education and ex officio member of the BOV.

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”
William E. Jenkinson, III, and Colonel Douglas A. Snyder; Mr. Claudius E. Watts IV, Chairman, The Citadel Foundation (TCF); and Mr. Jamie Khan, President, The Citadel Alumni Association (CAA). 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. John P. “Jay” Dowd, Vice President for Institutional Advancement; Mr. Mark C. Brandenburg, General Counsel; Mrs. Ashley Witherspoon, Paralegal and Compliance Specialist; 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 for a motion to go into executive session for personnel 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.

Colonel Goff made a motion to suspend the rules cited in the College Regulations on a one-time basis to allow a secret ballot to determine the Palmetto Medal award recipients for 2016. Colonel Price seconded the motion.

After general discussion, Colonel Goff withdrew the motion.

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

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

Colonel Pinson made the following motion, which was seconded:

**MOTION**

“That the Board of Visitors will award two cadet Palmetto Medals in 2016.”

The motion was unanimously approved by the voting members present: Sams, Goff, Love, Price, Hooper, McCoy, Nuttall, Pinson, Lapointe, Myers, Harrington and Spearman.
Colonel Love made the following motion, which was seconded:

\textbf{MOTION}

“That the Board of Visitors approves the award of two cadet Palmetto Medals in 2016 – Cadet Spencer E. Lukas and Cadet James N. McManus.”

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

Suggestions were made to consider changing the Palmetto Medal cadet nomination process, including establishing requirements for a more extensive nomination package, better vetting by the administration, and having nominations sent to the Commandant rather than the Provost. It was agreed that the cadet nominations should continue to be considered at the annual January BOV meeting.

General Rosa reported the 2015 fall semester had been the best in his tenure at the college, primarily due to the cadet leadership. Our winning football season generated a lot of excitement within the college community. Captain Paluso has “reset the bar” and the Corps has reacted accordingly. A large number of freshmen will be receiving Gold Stars at parade. Financially, it is becoming tougher every year to manage and predict our budget; however, we continue to make sure we do things in the most cost effective manner. Our current debt has been reduced to $27 million. The President has met with other local college presidents to discuss various issues. There was some conversation about consolidating efforts to obtain greater efficiencies in several areas – finance, human resources, communications, etc. He complimented TCF on another great year of fundraising and reported he had visited with donors locally and in out-of-state locations. He expressed his appreciation for the support of the BOV at the budget brief in Columbia. Our long-term challenges continue to be influences on the budget that cannot be predicted and the trend towards lower state financial support. He emphasized the college must redouble efforts to focus on diversity.

Colonel Myers, Chair of the Education and Leadership Development (ELD) Committee, called on the Commandant for an update.

Captain Paluso introduced the new Director of Music, LTC Timothy J. Smith, SCM, who shared a few words with the Board.

Captain Paluso stated there are presently 2,169 cadets in the Corps, with 595 freshmen. He reviewed statistics for the previous semester, briefed his observations, and outlined the focus of efforts for the future.
BG Book presented data pertaining to minority graduation rates. The college had reviewed data on graduation rates, noting that the largest gap in the 2005, 2006 and 2007 cohort is in Hispanic students, most of whom are out-of-state and often first generation college students. A review of comparative minority graduation rates from 2013 reveals that African American students who start at The Citadel have an 18.2% better chance of graduating than if they started at the University of South Carolina and a 16.1% better chance than if they started at Clemson.

Colonel Myers gave a brief rundown on the background of the “Report of the Committee on Freedom of Expression” from the University of Chicago also known as the “Chicago Principles.” Colonel Goff stated he would be making a motion at the June BOV meeting in this regard.

The South Carolina Board of Nursing approved our request to initiate the process to create a bachelor’s degree in nursing at The Citadel; it will be forwarded to the Commission on Higher Education in February. If approved, The Citadel will be the first four-year public college in the Lowcountry to offer a BSN degree. Start-up costs are estimated at $1.7 million; we are writing grant requests with the assistance of TCF staff to seek support for this effort.

Colonel David Goble, Director of The Daniel Library, had addressed the ELD Committee previously with an update on the Museum and Archives. He advised the committee that in an effort to be prudent, a committee will be set up to determine how to handle the Confederate Naval Jack should it be removed from the Chapel and where the new location for the flag might be. General Sams said he had personally visited the area where the museum had been located and it is presently just a “room full of boxes.” The CAA will also be looking at how we go forward in updating the museum.

Mr. Senter told the BOV the NCAA had published the APR report (academic progress rate, an early indicator of eventual graduation rates for student-athletes) and the college’s results were very positive. The college generated revenues of over $182,000 in football ticket sales and the associated expenses are on target. He detailed the 2015 football season attendance figures, ticket sales vs actual costs and a listing of post season revenues and expenses. He thanked the alumni, TCF and the Commandant’s Department for their assistance in getting cadets to the Furman and the Chattanooga games.

Colonel Harrington and Colonel Love will be attending the 2016 National Conference on Trusteeship being offered by the Association of Governing Boards in April.

Colonel Lapointe, Chair of the Strategy, Vision and Governance (SVG) Committee, was called on for a report.
Colonel Garcia discussed the Strategic Financial Plan 2018. He gave an overview of the plan, and discussed the components of generating revenue, controlling and reducing expenses and marketing and monitoring. The plan will run parallel to the LEAD 2018 Plan and will be an integral part of the LEAD 2024 Plan when it is created.

LTC Jay Puchir, Director of Financial Services, briefed the financial metrics of the plan, highlighting the Composite Financial Index (a three-year rolling average of results). He also outlined the debt analysis and debt service to operations figures.

Mr. Watts presented a report from TCF. He discussed 2015 fundraising results, historical fundraising data, operating expenses, pledges, endowment levels and planned gift numbers. The capital campaign results through 31 December 2015 include $80.4 million in cash and pledges and $54.4 million in planned gifts. Total dollars raised for LEAD 2018 total $25.8 million in cash and outstanding pledges. The Real Estate Foundation has been incorporated and the 501(c)3 certification is being finalized. The Foundation should be fully operational by 1 March 2016.

On behalf of Mr. Alfred R. Kennickell, Jr., President of The Citadel Brigadier Foundation (TCBF), Mr. Watts said the organization had set a record in 2015 for membership revenue at $1.4 million. The overall goal for 2016 is to increase alumni and friends memberships. He also listed other specific TCBF initiatives. Mr. Dowd commented on the improved collaboration with TCBF and other college entities soliciting funds.

Mr. Khan told the BOV his first CAA meeting as President will take place on 20 February. He will serve for a two-year period as President. CAA has a goal of becoming a sustaining affiliated entity of the college. Some internal changes will include reducing the number of board members, generating new by-laws, and changing the process to nominate an alumnus for a BOV seat. A legacy project is the construction of a visitor center museum. They may authorize a book to commemorate the 175th anniversary of the college and are also considering how to provide more space for TCF.

Colonel Goff made the following motion, which was seconded:

**MOTION**

“That the Board of Visitors approves the following meeting/teleconference minutes as submitted:

- 25 and 26 September 2015 meetings
- 2 November 2015 teleconference
- 1 December 2015 teleconference
- 12 January 2016 teleconference”

The motion was unanimously approved by the voting members present (Sams, Goff, Love, Price, Hooper, McCoy, Nuttall, Pinson, Lapointe, Myers, Harrington and Spearman).
Colonel Harrington made the following motion, which was seconded:

**MOTION**

“That the Board of Visitors approves the award of an Honorary Degree to General Stanley A. McChrystal, USA (Retired) at the 2016 South Carolina Corps of Cadets Commencement ceremony.”

The following voting members present voted aye: Sams, Love, Price, Hooper, McCoy, Pinson, Lapointe, Myers, Harrington and Spearman.

The following voting member present voted nay: Colonel Goff. The motion was approved.

Colonel Goff briefly reviewed the Action Item List.

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

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

Chair Sams reminded the Board of upcoming events and called for adjournment.

There being no further business, the meeting adjourned at 4:25 p.m.

Respectfully submitted,

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