The Citadel Board of Visitors (BOV) held meetings in the Scarborough Media Room, Holliday Alumni Center, on 15 and 16 April 2016, to conduct an executive session for pending legal matters; receive reports from the President, Board committees, The Citadel Foundation (TCF), The Citadel Alumni Association (CAA) and The Citadel Brigadier Foundation (TCBF); receive a presentation from the Dean of the School of Engineering; discuss two naming opportunities; consider diploma presentation exception requests; conduct executive sessions for legal, contractual and personnel matters; and discuss other Board matters.

The following Board members were present on 15 April 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 Stanley L. Myers, Sr.; Colonel Myron C. Harrington, Jr.; Chairman Emeritus, Colonel Leonard C. Fulghum, Jr.; member emeritus 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; Dr. John P. “Jay” Dowd, III, Vice President for Institutional Advancement; Colonel Mark A. Bebensee, Associate Provost for Academic Affairs; Colonel Tara Hornor, Associate Provost for Planning, Assessment and Evaluation and Dean of Enrollment Management; Mr. M. Dawes Cooke, Jr., Board Counsel; 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.

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 8:10 a.m. Chaplain Joe Molina gave an invocation and Chair Sams led the group in reciting “The Pledge of Allegiance.”

Chair Sams reviewed the agenda and schedule of the day’s events.

Chair Sams called for a motion to go into executive session for an update on pending legal 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.

Mr. Cooke and Mr. Brandenburg left the meeting.

Colonel McCoy, Chair of the Operations and Risk Management Committee, was called on for a committee report.

Colonel Garcia began by introducing Mr. Kevin Reed, the new Director of Auxiliaries.

Mr. Howie Houston and Ms. Lindsay Ball, auditors with the firm of Elliott Davis, told the Board a draft of the audit report will be issued today, excluding data from TCBF. Once the audit of TCBF is complete, the report will be revised and re-issued.

Colonel Garcia provided a budget update, including cash balances, debt service, budget-to-actual review through February 2016 and a preview of the FY17 budget and tuition/fees proposal. He noted we anticipate $414K from the State for recovery of mandated VA in-state tuition fees.

A discussion ensued regarding tuition and fees for out-of-state students. Our applications and yields are up, with 890 deposits received to date. The importance of ROTC programs was noted. We are changing our focus to more need-based scholarship assistance.

Major Leah Schonfeld, Human Resources Director, provided a comprehensive update including: the compensation study timeline and overview; phase I and phase II of the salary study payout; COLA projections; the Department of Labor’s Fair Labor Standards Act (FLSA) proposed regulations; the staff study; diversity update; performance evaluation completion rates; retention rates; and recruitment and retention programs.

Colonel Benjamin Wham, Associate Vice President for Facilities and Engineering, reviewed the progress being made on Phase I of the Master Plan, with details regarding the execution of major projects. The demolition of the Hagood Avenue Housing units will begin in June. He also noted some long term concerns which may impact the Master Plan.

Colonel Wham discussed the T-Mobile and Verizon joint collaboration project to upgrade the cellular communications equipment on The Citadel water tower. A motion to formally approve the proposed lease has been approved by the Operations and Risk Management Committee and will be presented for a vote on Saturday.

Colonel Philipkosky reviewed the factors impacting the parking garage project, including near-term and follow-on requirements; credit implications in third party transactions; a review of the current proposal, and various options for consideration.
Colonel “Hawk” Moore, Chief Compliance Officer, provided a briefing which included an update on the Enterprise Risk Management Council; compliance efforts and policies; hotline reporting; Title IX governance, training, reports and complaints; and the FY16 internal audit schedule.

The Board recessed to attend the Daniel Fund Scholarship luncheon in the Regimental Commanders’ Riverview Room.

After lunch, Colonel Love, Chair of the Communications and Community Relations Committee, began the committee’s report by mentioning the 2016 ranking of The Citadel by *Forbes* magazine as the number one “Best Value College” in South Carolina.

Colonel Ashworth continued the report. He noted General Stanley A. McChrystal, USA (Retired), will be the SCCC Commencement speaker. The Office of Communications and Marketing will be providing support in publicizing our online initiative and continued advertising for our engineering programs. The committee is on track and on schedule with Lines of Effort #2 and #3.

Colonel Cardon Crawford, Director of Governmental and Community Affairs, provided a legislative update, highlighting the passing of the SARA legislation, reimbursement for the VA tuition mandate, a possible COLA increase for employees, and citing various meetings and exchanges with members of local and state legislative groups. He reminded the BOV that the annual Legislative BBQ will be held on 26 April in Columbia.

Colonel Love mentioned several people who might be asked to address the BOV at the June meeting.

Colonel Ashworth reviewed planning for the 175th anniversary celebration. He will have a new logo next week. He also noted one of our alumni, Colonel Randy Bresnik, USMC, Class of ’89, is an astronaut and will be onboard the International Space Station for six months during the time of the anniversary celebration. The dedication of the War Memorial is also scheduled for that time frame.

Colonel Myers, Chair of the Education and Leadership Development Committee, introduced Colonel Ronald W. Welch, Dean of the School of Engineering.

Colonel Welch presented a briefing including: enrollment data; degrees conferred; the Mechanical Engineering program, which has resulted in the establishment of the Mechanical Engineering Department as of 25 April 2016; Civil and Electrical Engineering accomplishments; and progress toward LEAD 2018 initiatives.

General Book introduced to the Board Major Joelle Neulander, a professor in the History Department and president of the newly-formed Faculty Senate.
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Mr. Senter introduced the Athletic Facilities Master Plan. He discussed the details of the purpose/methodology of the plan, comparison schools data, findings, recommendations, projected costs, and way ahead. A motion will be presented on Saturday, asking the BOV to endorse integrating the plan into the Campus Master Plan.

Mr. Watts was called on for a report from TCF. He said total funds raised in 2015 exceeded the goal of $34.5 million, with a strong pipeline going into 2016. The total endowment is currently at a record of $271 million - driven by good investment performance and contributions. Capital campaign results are $143.6 million through 31 March. LEAD fundraising progress was delineated. He also reported The Citadel Real Estate Foundation has been incorporated and the IRS certification for a 501(c)3 organization received. The first organizational meeting was held on 2 March; Mr. John Darby, ’85, is the Chairman.

Mr. Watts also discussed information provided by TCBF: the “Blue and White Auction” netted over $99,000; membership renewals are up to 909 through 11 April 2016; and new memberships are at a high of 103 for the same period.

Mr. Khan was called on for a report from The CAA. The CAA is currently in a state of transition. He noted he has been approved to serve for a two-year term as President. The organization is concentrating on developing the ability to recruit, attract and maintain capable and experienced directors. A complete set of new bylaws is scheduled to be finalized by the November 2016 annual meeting. He outlined active support initiatives, current requests and anticipated needs. Total membership is 11,849 as of 11 April. A comprehensive affiliation agreement has been drafted; however, a few areas need to be discussed further with the college. The CAA anticipates execution and adoption of the agreement this fall. He also noted the Board of Directors adopted a resolution supportive of the BOV and administration’s efforts to relocate the Confederate Naval Jack to a more suitable location on campus.

The meeting was recessed at 3:30 p.m. to reconvene on Saturday.

Chair Sams reconvened the meeting at 8:00 a.m. on Saturday, 16 April 2016, in the Scarborough Media Room, Holliday Alumni Center. 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.; member emeritus Colonel Douglas A. Snyder; Mr. Claudius E. Watts IV, Chairman, TCF; and Mr. Jamie 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; Dr. John P. “Jay” Dowd, Vice President for Institutional Advancement;
Colonel Tara Hornor, Associate Provost for Planning, Assessment and Evaluation and Dean of Enrollment Management; 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 presented General Rosa with a certificate and a pin for ten years of service to the college.

Chair Sams reviewed the agenda for the session.

General Rosa reported the spring semester had gone by very quickly. The Class of 2016 leadership team has been one of the better ones he has seen. Academically, the freshmen are doing well and emphasis is on academics within the Corps. BG Book is reviewing factors within the academic side of the college, including the core curriculum. Dean Lew Yan Voon will be leaving to go into research.

As we build our budget for the next fiscal year and beyond, we must anticipate less funding from the state. We have become more efficient and are better stewards of our resources. Discontinuation of the TERI program will have an impact on our faculty.

The LEAD 2018 reset did not change our Lines of Effort, but took progress on some items into the red and yellow categories. All of the information captured during the reset will be put into the 2018-2024 strategic plan.

There will be a senior staff off-site following the May commencement ceremonies. He detailed travel plans for TCF fundraising events during the summer and early fall.

He closed by emphasizing the importance of the development of our online programs.

Colonel Goff asked BG Book for additional information pertaining to the core curriculum review. She advised a team will be doing a review this summer; the college is trying to restore a “common experience.”

General Rosa noted there are presently 24 seniors who will not be able to participate in the SCCC Commencement ceremonies because of failing the physical fitness requirements. The college just sent out a letter to rising seniors delineating the prerequisites to receive their ring in the fall and to graduate in 2017. Graduates this year will receive their diplomas in Deas Hall immediately following the commencement ceremony.

Colonel Goff made a motion to go into executive session to discuss personnel matters. The motion was seconded and approved unanimously.
Colonel Goff motioned to come out of executive session; the motion was seconded and approved unanimously.

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 Harrington, seconded, and unanimously passed.

Colonel Goff made the following motion, which was seconded by Colonel Lapointe:

**MOTION**

“That the Board of Visitors approves the naming opportunity proposed for the space in the future Capers Hall building as the ‘Leidos Center for Diversity and Global Engagement.’”

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

Colonel Goff made the following motion, which was seconded by Colonel Lapointe:

**MOTION**

“That the Board of Visitors approves the naming opportunity proposed to designate The Citadel’s Nursing Program as ‘The Swain Nursing Program’ with an option to rename as ‘The Swain Department of Nursing’ in the future.”

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

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

Mechanical Engineering is the second largest major chosen by the Class of 2019. The financial support of the Swain family has made all the difference in establishing the nursing program. Nursing is the top job cited as a need in the Lowcountry. There is also a serious deficiency within the armed forces for nursing staff.

Our most critical initiative at present is the implementation of the online education programs. We have seven programs ready for marketing and are confident that our brand is strongest in military circles. Key assumptions and revenue analysis were delineated, with different costs being modeled. We will be using Blackboard as the platform for the programs; the Board will be briefed by the Chief Information Officer in June regarding the development of the necessary infrastructure.

Colonel Garcia discussed the requirement for start-up funding for the online initiative. He emphasized the importance of getting to the market place soon to influence fall enrollment.
Captain Paluso reported a Diversity Task Force had been established in February, consisting of 58 members - cadets, faculty, staff, CGC students, veteran students, and other groups outside of the campus community. The task force consists of three factions: curriculum, hiring and admissions, and campus life. The groups will meet separately and then coordinate at the beginning of May with recommendations. The information will be briefed to the President and Vice Presidents at the senior offsite in May, then to the BOV in June.

The Commandant discussed a potential new haircut policy – male and female freshmen would maintain the existing fourth class cadet haircut standards until Parents’ Day, after which they would adopt the existing upper class cadet haircut standards. The policy will be considered for implementation during the 2016-2017 school year and beyond.

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

Colonel Garcia outlined the five-year budget update. The strategic budget outlook was reviewed, including challenges such as unfunded mandates and the larger impact of the VA out-of-state revenue loss. Opportunities included the implementation of a strategic financial plan, planned revenue initiatives, and declining/refinanced debt service. The college’s financial metrics are solid; it is vitally important to continue monitoring and regularly assessing the institution’s financial health.

It was suggested the college build into the 2017 budget an allowance of 2.5% for a possible state-mandated bonus or COLA, then 2% in 2018, 2019 and 2020. The President replied the numbers would be revised accordingly and provided to the Board for review.

The dashboard has been updated to accommodate the impact of the FY15 LEAD refresh. The high level of items in red coincides with new LEAD actions. LEAD funding will also be reflected going forward in the process. The Vice Presidents will also provide Annual Performance Plan data to be included, with a target completion date of June 2016.

Colonel Philipkosky reviewed the Quarters One five-year plan for maintenance and repairs. Projects completed in FY15 were listed and planned projects for FY16-20 presented. Projects for the transition period were also outlined. Competitive bids will be obtained for all work to be accomplished.

The most recent update to the Succession Planning process was outlined, including target dates for each milestone.

An update on the War Memorial and proposed donor recognition signage was provided by Colonel Philipkosky.
Colonel Goff made a motion to approve the diploma presentation exception requests of the following students for the SCCC Commencement - Jayce Almes, Charles Ehmann, Fernando Gonzalez, Dominique Haydon, Bret Hines, Robert Holder, Michael Holmes, Miles Keohane, Andrew Kersey, Austin Lee, Hunter Livingstone, William Martz, Michael McGraw, Alexis McManus, and Aaron Willis.

The motion was not seconded, therefore Colonel Goff declared the motion failed for lack of a second.

Colonel Goff made a motion to approve the diploma presentation exception request of Chandler Coleman for the SCCC Commencement. Colonel McCoy seconded the motion.

The following voting members present voted aye: Love and McCoy. The following voting members present voted nay: Sams, Goff, Price, Hooper, Nuttall, Pinson, Lapointe, Myers, and Harrington. The motion was not approved.

Colonel Goff made a motion to approve the diploma presentation exception request of Kevin DuPree for The CGC Commencement. Colonel Hooper seconded the motion.

The following voting members present voted aye: Love, Hooper and McCoy. The following voting members present voted nay: Sams, Goff, Price, Nuttall, Pinson, Lapointe, Myers, and Harrington. The motion was not approved.

Colonel Goff made a motion to approve the diploma presentation exception request submitted by Mark Brandenburg for The CGC Commencement. Colonel Love seconded the motion.

The following voting members present voted aye: Love, Hooper and McCoy. The following voting members present voted nay: Sams, Goff, Price, Nuttall, Pinson, Lapointe, Myers, and Harrington. The motion was not approved.

Colonel Goff made the following motion, which was seconded by Colonel Nuttall:

**MOTION**

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

- 22 and 23 January 2016 meetings
- 10 February 2016 teleconference
- 1 March 2016 teleconference
- 1 April 2016 teleconference”

The motion was unanimously approved by the voting members present: Sams, Goff, Love, Price, Hooper, McCoy, Nuttall, Pinson, Lapointe, Myers, and Harrington.
Colonel Goff presented a motion from the Education and Leadership Development Committee:

**MOTION**

“That the administration is authorized to use $750K from unrestricted funds in the Trust, i.e. the Brittlebank proceeds and the Adna Wilde Trust, to support the online revenue growth initiative.”

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

Colonel Goff presented a motion from the Education and Leadership Development Committee:

**MOTION**

“That the Board of Visitors approves the new online program tuition charge of $695 per graduate credit hour and $500 per undergraduate credit hour for the 2016-2017 academic year.”

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

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

**MOTION**

“That the Board of Visitors approves the proposed donor recognition signage for the Envisioning, Founding, Sponsoring, and Sustaining classes and organizations.”

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

Colonel Goff presented a motion from the Strategy, Vision and Governance Committee:

**MOTION**

“That the Board of Visitors approves incorporating the Athletics Facilities Master Plan into the Campus Master Plan.”

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

Colonel Goff made the following motion, which was seconded by Colonel Price:

**MOTION**

“That the Board of Visitors hereby suspends so much of Section 14, Paragraph 4, of the College Regulations as prohibits cadets or non-cadet students who have a concealed weapons permit pursuant to S.C. Code Ann 23-31-205, et seq, from possessing weapons as allowed pursuant to S.C. Code Ann. 16-23-420 (A). The Board directs the administration to likewise suspend any cadet or non-cadet student rules or prohibitions. Suspension of these rules and regulations shall continue until the Board of Visitors addresses Section 14, Paragraph 4, of the College Regulations in accordance with its regular annual review of the College Regulations during the June 2016 meeting.”
The motion was unanimously approved by the voting members present: Sams, Goff, Love, Price, Hooper, McCoy, Nuttall, Pinson, Lapointe, Myers, and Harrington.

Colonel Goff presented a motion from the Operations and Risk Management Committee:

**MOTION**

“That the Operations and Risk Management Committee recommends the BOV approves The Citadel entering into a lease with T-Mobile and Verizon for the use of the Water Tower to serve as a cellular platform.”

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

A motion from the Operations and Risk Management Committee to approve hiring legal counsel to assist the college in the development of lease documents in regard to the parking garage was considered. After discussion, the motion was withdrawn.

Colonel Goff made the following motion, which was seconded by Colonel McCoy:

**MOTION**

“That the Board of Visitors approves canceling the parking garage Request for Proposal.”

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

Colonel Goff made a motion to go into executive session for legal matters. Motion seconded by Colonel Price, and unanimously passed.

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

Colonel Goff said the Action Item List will be updated and forwarded to the BOV.

Chair Sams reminded the Board the monthly teleconference in May had been changed to Tuesday, 3 May. He advised the elevator in Mark Clark Hall will not be functional at the time of the June Board meeting due to maintenance and repairs. The BOV Wampee off-site meeting in August will focus on financial planning.

There being no further business, the meeting adjourned at 1:50 p.m.

Respectfully submitted,

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