The Citadel Board of Visitors (BOV) held meetings in the Scarborough Media Room, Holliday Alumni Center, on 10 and 11 June 2016, to conduct an executive session for pending legal matters; receive reports from the President, Board committees, including the Daniel Fund Trustees, The Citadel Foundation (TCF), The Citadel Alumni Association (CAA); The Citadel Brigadier Foundation (TCBF); receive an update regarding the Biology Program; discuss a naming opportunity; conduct an executive session for legal and contractual matters; and discuss other Board matters.

The following Board members were present on 10 June 2016: Lieutenant General John B. Sams, Jr., 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; Mr. Jamie A. Khan, President, CAA; and Mr. Alfred Kennickell, President of 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; 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; Commander William Lind, Executive Assistant to the President; 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: Colonel Dylan W. Goff, Vice Chair, and 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 8:05 a.m. Chaplain Joe Molina gave an invocation and Colonel Nuttall 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 Love, seconded, and unanimously passed.
Motion to come out of executive session made by Colonel Harrington, seconded, and unanimously passed.

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

Mr. Howie Houston with the firm of Elliott Davis, said TCBF audit was complete and The Citadel audit report will be re-issued with an unmodified opinion. The auditors had gone back over twenty years on TCBF books. Elliott Davis staff will be on campus next week to start The Citadel audit for next year. He noted it is highly likely the state reporting deadline will be moved to 1 October.

Colonel Garcia introduced LTC F. Ward Logan, Director of Financial Services, and LtCol Mark Craig, Budget Director. Colonel Garcia reviewed the FY17 budget data, including: FY16 budget report and reserve balances; FY17 budget build challenges; proposed tuition and fees for AY16-17; preliminary view of fees for AY17-18; proposed FY17 operating budget; Trust expenditures and proposed Trust scholarships budget. He noted the preliminary look at fees for next year was necessary due to changes in FAFSA regulations; a final determination will be made at the fall BOV meeting. Additionally, he anticipates loss of support for funding of VA tuition mandates in 2017.

Captain Paluso provided data pertaining to Campus Advocacy, Response and Education; Campus Alcohol and Drug Information Center; Citadel Counseling Center; and the Infirmary. He congratulated the staff on the good work they are doing in reducing statistics. The college is coming up with various strategies to assist in the implementation of the campus becoming tobacco-free as of 1 July. General Rosa mentioned the challenges all of higher education faces in regard to illegal drug use.

Colonel Philipkosky discussed the Asset Management Summary, noting all Facility Condition Assessments (FCA) inspections have been completed. He reviewed the figures Facilities and Engineering (F&E) recommends budgeting over the next 20 years for deferred maintenance; F&E is working to subdivide the data into project needs, with immediate requirements identified across the five-year planning cycle of the college.

The Master Planning update included a review of the execution of Phase I major projects. The Hagood Street housing demolition has begun with an anticipated completion date of 31 July.

Colonel Philipkosky provided an update on the Beach House fire, which occurred on 8 May in the early morning. The college is working closely with the Insurance Reserve Fund (IRF). The cause and origin investigation has been completed and the report sent to the IRF for review. As of 2 June, approval to move forward with reconstruction and rebuild has been received. Currently, the gates are open for public beach access and parking, with parking attendants onsite and a fence in place to restrict access to the construction area of the property. The net revenue from rentals of the facility last year was $150,000. He noted our staff had done a great
job in helping those who had booked the venue relocate their events.

BG Book introduced Mr. Kyle Herron, Chief Information Officer. His briefing included the details of the college’s technology framework, including positive aspects and major concerns of the current technology assessment and recommended yearly priorities for FY16 through FY18.

Colonel “Hawk” Moore, Chief Compliance Officer, provided a briefing on the FY17 internal audit schedule.

Colonel Fulghum, Chair of the Daniel Fund Trustees, reported the budget for scholarships for the year was $133,506. The Trustees approved renewed and pending scholarships in the amount of $72,500 and proposed new and pending new scholarships in the amount of $51,000. As there is an available balance of $10,000, he asked BOV members to submit additional nominations for the upcoming school year. He also thanked LTC Hank Fuller, Director of Financial Aid, for the great job he did in overseeing the scholarship nominations and recommendations.

Colonel Harrington moved:

MOTION

“That the Board of Visitors approves $72,500 in renewed and pending scholarships and $51,000 in proposed and pending new scholarships from the Daniel Fund as presented by the Daniel Fund Trustees.”

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

Colonel Price, Vice Chair of the Education and Leadership Development Committee, called on the Provost to begin the committee report. BG Book introduced Colonel John E. Weinstein of the Department of Biology.

Colonel Weinstein reviewed student accomplishments in the Biology Department, highlighting the medical school admission rate for Citadel students is twice the national average. The Biology Department offers the only course in bio-terrorism in the state. He provided details of the accelerated Masters’ degree in Biology program, including admission and program requirements, graduate courses offered, and subsequent benefits. There are 15 students currently enrolled in the program.

BG Book noted Colonel Weinstein will step in as interim Dean of the School of Science and Mathematics.

After lunch, Captain Paluso discussed the Commandant’s update. He delineated his observations for the past academic year and provided semester statistics. The fourth class retention percentage for the school year 2015/16 is 86.5%; we have received 918 deposits for 2016/17 as of this morning. He outlined his proposals for the “way ahead,” including a new
leadership training program; changes in how we teach, advise and coach; continuation of the culture “shift”; and exploring opportunities to keep improving our system and the cadet experience. He is looking at level-loading the cadre so they do not get overloaded with “knobs,” and moving Recognition Day to coincide with Corps Day.

The Commandant also reviewed the recommendations from the three committees which comprise the President’s Task Force for Diversity and Inclusion. After the recommendations are approved, the Diversity, Equity, and Inclusion Council (DEIC) will develop a plan of actions and milestones, prioritizing all recommendations, tasking the appropriate Vice Presidents with assistance in his or her area, and tracking and monitoring the timeline and execution of the plan. A yearly assessment of progress, including surveys and statistics, will be made.

The Provost began her update by thanking Colonel Hornor and the Institutional Research staff for their work in compiling the Provost’s End-of-Year Report. She reviewed commissioning data, graduation rates, and the status of the implementation of the nursing program. General Rosa noted the nursing program is the first time the college has sought licensure for a program in Citadel history, and the process is very difficult. BG Book also discussed “The Citadel in DC” program and the National Center of Academic Excellence Cyber Defense Education program. Colonel Hornor discussed the effectiveness of the new database being used in our admissions process. She advised the Board that 60% of colleges and universities throughout the country did not meet their projected fall enrollment numbers.

Mr. Senter gave an end-of-year brief, noting several achievements and initiatives: the Corps Squad 2016 spring term GPA of 2.97, fundraising goals, increases in ticket revenues, personnel changes, the completion of the Athletic Facilities Master Plan, continued improvement of Corps-Corps Squad relationships, and the projection of a balanced budget for FY16. He also listed capital projects and associated costs. Mr. Senter said the administration is making plans to take the “knobs” to the Wofford and VMI football games this year.

Colonel Love, Chair of the Communications and Community Relations Committee, began the committee’s report by commending Colonel Ashworth and the Office of Communications and Marketing (OCM) staff for the way they handled the publicity surrounding the recent religious accommodation request.

Colonel Ashworth continued the report. The committee is on schedule with progress pertaining to Strategic Initiative #8 and Lines of Effort #2 and #3. The OCM staff had been very busy with queries. The local community had given the college great support following the fire at the Beach House; General Rosa had responded by sending a letter of thanks to the Post & Courier for publication. A standard news release will be sent out next week after the 2016 tuition and fees numbers are approved by the Board. The college’s online initiative is focusing on members of the military and their families. Over the next six to eight months, the college will be working hard on being rated the “Best for Vets.” An article about the nursing program has already been published in the Post & Courier, and various medical publications will be targeted
for future articles. He is also working closely with TCF to recognize the donors whose generosity helped to establish the nursing program.

Colonel Cardon Crawford, Director of Governmental and Community Affairs, provided a legislative update, saying the year “has been challenging.” He detailed the difficulties encountered in passing the state budget. He suggested the college begin looking now at what funding we will be asking for next year.

Colonel Love stated the committee had several recommendations for speakers at the BOV offsite in August and the fall Board meeting.

Mr. Watts was called on for a report from TCF. Capital campaign results are $146.4 million through 31 May. He reviewed a campaign dashboard listing line items comprising fundraising and LEAD objectives. Total dollars raised for LEAD objectives as of 31 May is $32.8 million, exceeding the goal of raising $31 million by 31 December. He also reported The Citadel Real Estate Foundation is currently considering two projects: Bastin Hall and a parking garage or potential alternatives.

Mr. Khan gave a report from The CAA. He provided a complete update on the proposed changes in governance of the organization. An Affiliation Agreement has been drafted, but needs more details in key areas. CAA will be requesting a lease extension to both the Holliday Alumni Center and Hollings Hall. He reported 218 members of the Class of 2016 have joined as Life Members, the largest number ever for a single class. A committee has been formed to provide significant support to the college in renovation of the museum. As of 7 June, CAA membership totaled a new high of 12,467 alumni.

Mr. Kennickell provided a briefing from TCBF. He discussed the hiring of the new Executive Director, Mr. Rob Hoak, Class of ’78. Accounting for the organization has moved from a small outside firm to the accounting staff of TCF, headed by Ms. Shannon Mease, who also serves as Treasurer on TCBF Board. They are now using the firm of Elliott Davis for their annual audit. The group would like to move their funds to Spider Management, who oversees investments from both TCF and CAA. Current membership is 214, with $777,896 raised as of the end of May 2016. Both of these numbers are new records for the group. The Blue and White Auction netted $99,091, with 471 registered guests attending.

General Rosa reported it had been a “tough year,” moving from issue to issue. He congratulated Colonel Crawford for his work on the crisis team. The Class of 2016 was a very good class, and he is optimistic about the Class of 2017. The college is moving forward academically faster than we have in the past; it has been beneficial to have areas of distinction within each school. Having major donors to assist in the establishment of the School of Nursing has been a big factor in seeking accreditation, even though the task has been tougher than anticipated.
BG Book has finished her “knob” year and has been welcomed with open arms by the faculty. The end-of-year faculty meeting went very well.

The President reported he is pleased with how the college is doing with fundraising, noting the challenges of the next five to ten years in sustaining financial viability.

The success of the online initiative will be a crucial factor in generating revenue. The college is looking at growing those areas that are competitive and cutting those that are not. Approximately 77% of the general fund budget is personnel related. He would like to stay where we are at present with tuition, however, this is the first year we did not get any non-recurring funding from the legislature.

He and Dr. Dowd will be going to California next week on a fundraising trip, including three alumni events and visits to several individual donors. The rest of the summer is busy with trips to North Carolina and to Pittsburgh.

He emphasized the importance of keeping the Board informed so the members can articulate to others what the college is doing. He wants to be sure everyone agrees regarding the definition of hazing and of toleration.

General Sams noted the Board and the college must work together to ensure guidelines are established that document clearly what is expected of our students.

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 meeting was recessed at 4:42 p.m. to reconvene on Saturday.
Community Affairs; Commander William Lind, Executive Assistant to the President; 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.

Voting members absent: Colonel Dylan W. Goff, Vice Chair; and Colonel Stanley L. Myers, Sr. A quorum was present.

Chair Sams reviewed the agenda for the session. He said the Board would be asked to consider a motion to allow the two voting members who would be calling into the meeting by teleconference phone to vote on the motions brought before the Board at the end of the meeting. He also said that during the 24-26 August retreat at Wampee, the BOV schedule will allow time for a general discussion period and for completing the annual self-assessment forms.

After discussion, Colonel Harrington moved:

MOTION

“That, recognizing that two members of the Board are unable to attend the annual meeting because they are serving our country on annual exercises with the S.C. National Guard, the Board of Visitors, pursuant to Section IX, Paragraph 4.j of the College Regulations, suspends so much of Paragraph 4.h as requires a member to be physically present to vote. That the Board of Visitors waives the College Regulations for this meeting to allow those voting members of the Board calling in to vote in response to any motions being considered.”

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

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

Colonel Love thanked the Board for allowing her and Colonel Harrington to attend the 2016 Association of Governing Boards National Conference on Trusteeship in the Washington, DC area. She said The Citadel BOV was “doing things right” according to the guidelines discussed at the conference. Some of the topics presented during the plenary sessions, workshops and roundtable discussions she attended encompassed shared governance, strategic risk analysis, financial stress testing, inclusiveness, and trends in intercollegiate athletics.

Colonel Harrington concurred with Colonel Love’s comments and mentioned the importance of networking with representatives of other institutions across the higher education spectrum. He stated the pre-conference meeting on new business models was very informative; however, he suggested the Board also consider other opportunities for professional development.

BG Book reviewed the status of Line of Effort #4. The greatest advancement under this line of effort has been in expanding grant writing expertise throughout the campus community. Grants awarded for 2016-17 are valued at $586,738, with 13 grants totaling over $7 million under review. Grants in development currently exceed $10 million. Mr. Watts commented that
if reporting under the grants was done properly, the possibility for reinstatement was significant.

Colonel Garcia demonstrated the strategic financial planning tool which is now available to Board members on the SharePoint site. He stressed the importance of three areas: building revenue, controlling expenses, and monitoring of financial metrics. He is working to ensure he has oversight of all college financial activity in real time, including the athletics budget.

Chair Sams asked the administration to have a presentation concerning the effects of the new FAFSA regulations on the athletics budget at the next Board meeting.

BG Book reviewed the FY17 Annual Performance Plan (APP) highlights for the Provost, Director of Intercollegiate Athletics, Vice President for Finance and Business, Commandant, Vice President for Communications and Marketing, and the Senior Vice President for Operations and Administration.

Colonel Goff, Vice Chair, joined the meeting via teleconference phone at 10:35 a.m.

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

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

Colonel Hooper made the following motion, which was seconded:

**MOTION**

“That the Board of Visitors approves the amendments to the College Regulations as shown on the document ‘Chart of Proposed Changes dated 06-08-16,’ and amended during the meeting on 11 June 2016.’”

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

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

**MOTION**

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

- 15 and 16 April 2016 meetings
- 3 May 2016 teleconference”

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

**MOTION**

“That the Board of Visitors approves a 3.25% in-state and a 3.25% out-of-state tuition fees increase, and approves the operating expense budget of $117,753,551 for fiscal year 2017 which includes the E&G budget, Athletics operations budget, Auxiliary budget, and other funds comprising the comprehensive operating budget.”

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

Colonel Harrington made the following motion, seconded by Colonel Love:

**MOTION**

“That the Board of Visitors approves the proposed fiscal year 2017 expenditures of Trust unrestricted gifts as presented with the budget.”

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

Colonel Harrington made the following motion, seconded by Colonel Love:

**MOTION**

“That the Board of Visitors approves the scholarships budget cited in The Citadel Scholarship Book FY14/15 with Recommendations for FY16/17.”

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

Colonel Harrington made the following motion, seconded by Colonel Nuttall:

**MOTION**

“That the Board of Visitors approves the appointment of Claudius E. Watts IV, ’83, and Carolyn Edwards-Hash, CGC ’85, to The Citadel Trust Board of Directors for an additional six-year term, effective June 2016.”

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

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

**MOTION**

“That the Board of Visitors approves the establishment of the Department of Nursing.”

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

**MOTION**

“That the Board of Visitors approves the naming opportunity proposed to designate a new bronze Bond Hall Eagle for the Class of 1983.”

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

The draft calendar for the 2016/17 BOV meeting schedule was approved.

Chair Sams thanked the representatives from TCF, CAA and TCBF for what their organizations do for The Citadel. He emphasized the importance of their contributions to the college community, and stated the Board highly values their presence and input at BOV meetings.

There being no further business, the meeting adjourned at 12:20 p.m.

Respectfully submitted,

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