THE CITADEL BOARD OF VISITORS
MEETING MINUTES
9 AND 10 SEPTEMBER 2016

The Citadel Board of Visitors (BOV) held meetings in Room 295, Bond Hall, on 9 and 10 September 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 (ICBF); receive an update from the Dean of the School of Business; approve minutes and any action items presented; and discuss other Board matters.

The following Board members were present on 9 September 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.; 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; 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; Major Joelle Neulander, President of the Faculty Senate; Colonel Cardon Crawford, Director of Governmental and Community Affairs; Commander William Lind, Executive Assistant to the President; Mr. M. Dawes Cooke, Jr., Board Counsel; Mr. Mark C. Brandenburg, General Counsel; Mrs. Ashley Witherspoon, Special Assistant to the President for Board Matters; and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors. 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 9:05 a.m. Chaplain Joe Molina gave an invocation and the group recited “The Pledge of Allegiance.”

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

Chair Sams announced General Rosa had been selected as the recipient of the District III Council for Advancement and Support of Education Chief Executive Leadership Award, which recognizes the chief executive of a District III member institution for outstanding leadership and service in support of education.
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He noted the recent series of articles published by The Post and Courier relative to expenses of Boards of local institutions. The Citadel had provided financial data but had not been mentioned in the articles. Colonel Goff said he is very comfortable the BOV is being a good steward of college funds.

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 Myers, seconded, and unanimously passed.

General Rosa began his report by saying the Corps is off to a good start. Our objective indicators are moving in the right direction, with a focus on “doing the right thing,” and having an improved set of instructions for Corps behavior. In national comparisons of our freshmen, the college leads in every category but two – critical thinking and civility and respect. We need to address these important areas as an institution.

Lt Col Jay Beam, USAF (Retired), has been selected for the position of Associate Vice President for Facilities and Engineering.

Academically, he is pleased with the Programs of Distinction within each School. Our cybersecurity program is an important educational area that is growing.

General Rosa introduced Major Neulander. The Citadel sent five faculty members to a seminar in Boston to study the core curriculum. BG Book added our current curriculum model is a “distribution” model. Most other higher education institutions are using the “integrated” model, which drives critical thinking. The faculty is excited about looking at interdisciplinary areas. General Rosa continued by saying the faculty is fully engaged, and shared governance is getting stronger.

India Company has emerged from being a struggling company to one of the best in the Corps; the key to the change has been the leadership of the Company Commander. Third Battalion has improved overall due to the leadership of the Battalion TAC Officer, Lieutenant Colonel Charles Graham.

The current freshman retention rate is 94.5%.

Athletic endeavors have started off well, with the women’s soccer team at 3-0. The changes in leadership have been beneficial, and we are becoming more competitive.

Our development team has been building relationships with companies and individuals, and a couple of large donations are possible within the next 18 months.

In response to a question regarding the development of Rhodes scholars, General Rosa said the service academies have programs designed for special students that are pathways to being selected for a Rhodes scholarship. The programs are costly and include travel.
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There was a brief discussion regarding students who take more than 19 credit hours during a semester. The Citadel is the only institution in SC that does not charge for the additional credit hours.

Proposals regarding core curriculum changes will be provided at each BOV meeting.

The Commandant advised the current ring policy provides for one ring presenter per battalion. Seniors will vote to elect the presenter; the college and CAA will have veto power.

Colonel Love, Chair of the Communications and Community Relations Committee, called on Colonel Ashworth to begin the committee’s report.

Colonel Ashworth reported the committee is on schedule with progress pertaining to Strategic Initiative #8 and Lines of Effort #2 and #3. A copy of the 99-page annual report had been posted on SharePoint. He highlighted achievements during 2016, including the new web design, virtual tour map, and marketing efforts for the Corps, the Graduate College, and the Evening Undergraduate program. The 175th anniversary of the Corps will be celebrated during the 2017-18 academic year, a logo for the event was presented.

Colonel Cardon Crawford provided a legislative update. He stated progress with the approval of the Bastin Hall project through the regulatory agencies went exceptionally well. The Capers Hall project will be the next big effort for the college. The senior staff has developed this year’s legislative ask, including both recurring and non-recurring funding. He met with the County Council to request an extension of the annual accommodation tax appropriation of $350,000. All Federal and State lawmakers had been invited to attend one of the college’s home football games. Colonel Crawford ended by noting Governor Haley sent out a letter stating there may be a 3% reduction in funding for state agencies in next year’s budget.

Colonel Love commended the staff for their efforts. She thanked Colonel Ashworth for the fine work he had done in support of the college during the last two years.

After a break for lunch, the meeting reconvened at 1:15 pm.

Colonel Myers, Chair of the Education and Leadership Development Committee, called on Colonel William N. Trumbull, PhD, Dean of The Citadel School of Business and Robert A. Jolley Chair, for an update.

Dean Trumbull’s presentation included information pertaining to the status of the School of Business enrollment trends; profession pathways in accounting, supply chain, principled entrepreneurship, financial services, and professional selling; various initiatives; challenges; and details of the school’s vision through 2019-2020. He also noted efforts to improve women and minority student enrollment in business classes.

The Board briefly discussed the potential market share for MBA students.
Colonel Lapointe, Chair of the Strategy, Vision and Governance (SVG) Committee, was called on for a report.

Colonel Lapointe reviewed the updates on the Succession Planning efforts and matrix dated June 2015. Colonel Love noted the State Commission on Higher Education is in the process of identifying a search firm that would be available for use by higher education institutions in such an endeavor.

A War Memorial update was provided by Colonel Philipkosky, including a draft of a motion to change the form and location of the donor recognition marker. The motion will be considered at the Saturday session.

The Provost discussed progress of the seven new online education programs and related certificates, including revenue analysis and the year-one financial impact.

Mr. Watts reviewed the status of the Capital Campaign. As of 31 August, the campaign has raised $154.5 million towards the $175 million goal. He also outlined the LEAD 2018 fundraising efforts and The Citadel Real Estate Foundation (TCREF) matters. He closed by encouraging gifts to the academic endowment.

Chair Sams stated hard copies of the college catalog were available for Board members. He also noted that as Parents’ Day has been scheduled for 7 October 2017 and Homecoming will be held on 28 October 2017, the fall BOV meeting will be held in between those dates in October 2017, rather than in September.

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

Chair Sams reconvened the meeting at 8:10 a.m. on Saturday, 10 September 2016, 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 Stanley L. Myers, Sr.; Colonel Myron C. Harrington, Jr.; members emeritus Colonel William E. Jenkinson III and Colonel Douglas A. Snyder; and Mr. Claudius E. Watts IV, Chairman, TCF. 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 Horner, Associate Provost for Planning, Assessment and Evaluation and Dean of Enrollment Management; Lt Col Jay Beam, Associate Vice President for Facilities and Engineering; Major Joelle Neulander, President of the Faculty Senate; Commander William Lind, Executive Assistant to the President; Mrs. Ashley Witherspoon, Special Assistant to the President for Board Matters; and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors.
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Voting members absent: Colonel Greg A. Lapointe. A quorum was present.

Chair Sams called the meeting to order at 8:10 a.m. and reviewed the agenda and schedule of the day’s events. He welcomed Lt Col Beam in his new capacity as Associate Vice President for Facilities and Engineering, and commented on the superb job the School of Engineering staff did in organizing the commissioning ceremony of the Department of Mechanical Engineering, which was held the previous evening.

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

Lt Col Beam gave an update on the execution of Phase I of the Master Plan.

Colonel Philipkosky provided detailed information on the status of campus housing, including a vision statement, data regarding future housing, and the proposed way forward. Details on the status of other 2016 and 2017 construction projects were also provided.

Colonel Garcia outlined the tuition and fees recommendation to the Board, including the state funding impact, historical trends, and budget update data.

Mr. Senter followed with a review of the athletics budget. He discussed the contracts valued at approximately $400,000 for work to be done on the East Side stands at Johnson Hagood Stadium; funding will come from the Athletics Department budget. It was noted that current infrastructure issues at the stadium impact any new improvements.

Colonel Myers, Chair of the Education and Leadership Development Committee, called on the Provost to begin the committee report.

The briefing presented by BG Book included matriculation milestones, fall enrollment and credit hour production data, graduation rates and commissions, US News and World Report rankings, and a nursing update.

After a brief recess, Captain Paluso discussed the Commandant’s update. He is pleased with the Class of 2017 leadership and the improvements being made in the physical fitness program. The staff is looking at potential changes to the lighting on Summerall Field for early morning PT use and night fire drill requirements.

He outlined the formal and professional leader development program, enforcing and implementing the fourth class system, expectations for following rules and regulations, and demands on cadets’ time. He also noted some concerns, and closed by thanking the Board members for their support of recent changes.

General Sams noted the Commandant has put in a lot of hard work, and his efforts are highly valued by everyone.
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Mr. Senter completed the committee report by providing information regarding the athletics budget revenue and expenses, and licensing in FY16.

The motion for approval of the minutes of the 10 and 11 June 2016, 1 August 2016, and 25 August 2016, meetings was deferred to the next meeting.

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

MOTION

"That the Board of Visitors amends the plans for The Citadel War Memorial by changing the form of donor recognition as shown on 10 September 2016."

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

Colonel Harrington made the following motion, which was seconded by Colonel Myers:

MOTION

"That the Board of Visitors approves the tuition and fees for AY17-18."

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

The meeting was recessed at 11:40 a.m. to reconvene for lunch in the Museum Room, 3rd floor, Daniel Library.

The meeting resumed at 12:50 p.m. with a working lunch.

General Rosa introduced Representative F. Gregory Delleney, Jr., Chairman of the SC House Judiciary Committee, to those in attendance.

The Provost and the Commandant gave briefings pertaining to The Citadel’s recent achievements.

Chair Sams concluded the session with brief remarks and thanked everyone for their input and their support of the college.

There being no further business, the meeting adjourned at 1:35 p.m.

Respectfully submitted,

Patricia M. Kinard
Recording Secretary to the Board of Visitors