The Citadel Board of Visitors (BOV) held meetings in the Scarborough Media Room, Holliday Alumni Center, on 27 and 28 January 2017 to: conduct an executive session for an update on pending legal matters; receive reports from the President, external auditors, Board committees, The Citadel Real Estate Foundation (TCREF); The Citadel Foundation (TCF), The Citadel Alumni Association (CAA) and The Citadel Brigadier Foundation (TCBF); receive an update from the Dean of the School of Humanities and Social Sciences; receive a presentation on the progress of the WestEdge Development; conduct executive sessions for contractual matters and for personnel matters; approve minutes, naming opportunities, and any action items presented; and discuss other Board matters.

The following Board 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 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. Alfred R. Kennickell, Jr., President, TCBF. Dr. Valerie Evans-Harrison, designated representative of the Honorable Molly Spearman, State Superintendent of Education was present at the meeting, along with Colonel John C. Dominick, BOV member-elect, and Mr. John C. L. Darby, Chairman, TCREF. 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; Colonel Cardon Crawford, Interim 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; Lieutenant Colonel F. Ward Logan, Controller and Director of Financial Services; Lieutenant Colonel “Jay” Beam, Associate Vice President for Facilities, Engineering and Safety; Mr. Robert L. Acunto, Senior Associate Athletics Director for External Operations; Colonel J. Laurence Hutto, Jr., Executive Director, The Citadel Alumni Association (CAA); 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: 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 8:00 a.m. Chaplain Joe Molina gave an invocation and Colonel Pinson led “The Pledge of Allegiance.”
Chair Sams introduced Colonel Dominick and Mr. Darby. Colonel Philipkosky introduced Mr. Kenneth W. Davis, Citadel Class of ’87, the new Director of Public Safety.

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.

Chair Sams congratulated General Rosa on his recent presentation before the State House Ways and Means Committee, and called for his report.

General Rosa thanked the staff for their work on the House presentation. This semester has gone well and the Corps is making good decisions, on and off campus. Academically, our students continue to be strong, with a Corps average GPA of 3.034 and the Corps Squad at 3.042. The freshmen are also doing well academically. The Provost has sent an email to all juniors who do not have enough hours to qualify for getting their ring in the fall, so they can go to the Counseling Center to get help. Financially, the college is doing a great job of managing what we have. Our struggle is dealing with the unfunded mandates that impact our budget. Colonel Garcia detailed some of the unfunded mandates, and noted the financial impact is being considered in our strategic planning process.

General Rosa noted The Citadel Foundation had their best year ever in 2016, and our capital campaign goals are in reach by the end of January. He thanked the Foundation leadership and the staff for a great job.

General Rosa has been busy during the fall semester with fundraising. He provided details of his past and planned visits. A model of the Bastin Hall School of Business will be on display at the Saturday BOV meeting.

Developing the new strategic plan is one of our long-term tasks, but he does not anticipate any problems. The college is working hard on the deferred maintenance plan.

General Rosa commented that communication is one of the toughest parts of his job, as the college has so many constituents. Captain Paluso was called on to detail the complaints he had received in moving Recognition Day up to Corps Day; he cited all of the advantages of moving the date by two weeks.

The President said the Regimental Commander and his team are doing a great job and the senior class is strong.

Dr. Dowd noted he will bring volunteers to campus to meet with General Rosa to emphasize the importance of what our volunteers do and their contributions to the college.
Colonel Snyder and Colonel Hooper both complimented General Rosa on his legislative briefing.

Colonel Love noted the Council for Advancement and Support of Education (CASE) District III Chief Executive Leadership Award will be presented to General Rosa in Nashville on 7 February.

After a brief break, the meeting resumed at 9:30 a.m.

Colonel Garcia introduced the external auditor representatives from Elliott Davis Decosimo (EDD) who had joined the meeting, Ms. Lindsay Ball and Ms. Charlotte Mansing.

Ms. Ball, Senior Manager, reported EDD had issued the audited statements with an unqualified opinion. She discussed the Report to the Board of Visitors in detail and said everything went very smoothly. She also reviewed the document entitled The Fiscal Status Report, Fiscal Year 2015-2016, citing data from the “Management’s Discussion and Analysis” section. There were no significant or unusual transactions, resulting in a clean audit. The NCAA audit requirements are being finalized today; there are no significant findings. She thanked LTC Logan and Colonel Garcia for the job they did in helping EDD to complete the audit in a timely manner.

Mr. Watts provided a detailed analysis of TCF 2016 fundraising results, including data delineating historical dollars raised, dollars raised versus operating expense, cost per dollar raised, cash collections and cash grants, and outstanding pledges. Athletic fundraising and endowed athletic scholarships data was also provided.

Mr. Kennickell announced the many records set last year by TCBF – total members, number of new members, and donations raised. Overhead expenses have been lowered, and the staff, led by Rob Hoak, has made a huge difference in achieving these goals.

Mr. Watts reported the goal of the capital campaign may be changed. He also outlined the LEAD 2018 fundraising efforts. He noted investment returns generated over the last ten years are not projected to reach the same levels in the next ten years. The possibility of reducing the spending rate from five percent to four percent will be a consideration, depending on market performance.

The BOV discussed the importance of alumni giving and matching donor interest with the clear needs of the college.

Mr. Darby reported on developments from TCREF. The committee is working closely with Colonel Philipkosky and Lt Col Beam. Options concerning the East Side Stands need research, as zoning may have an impact, and parking remains a problem for the campus.

Colonel Nuttall made a motion to go into executive session to discuss contractual matters. The motion was seconded and unanimously approved.
Motion to come out of executive session made by Colonel Lapointe, seconded by Colonel Harrington, and unanimously passed.

Lt Col Beam told the BOV representatives of the Commission on Higher Education were on campus yesterday; the tour they were given was very productive.

The Board and members of the senior staff left the meeting at 11:15 a.m. and moved to Byrd Hall for the ribbon-cutting ceremony of the Organic Chemistry Lab and for lunch in the Regimental Commanders’ Riverview Room.

After lunch, the meeting resumed at 1:25 p.m.

The Provost began the Education and Leadership Committee report by introducing Colonel “Bo” Moore, Dean of the Department of Humanities and Social Sciences, and Lieutenant Colonel Carl Jensen, Professor and Director of the Intelligence and Security Studies program.

Dean Moore provided a comprehensive review of the many accomplishments of the Department, including study abroad programs and the creation of academic programs of excellence and distinction cited as objectives in the LEAD PLAN 2018. Professor Jensen discussed the undergraduate minor in intelligence and security studies and the minor in cybersecurity, as well as the graduate certificates being offered. He said the mission of The Citadel Center for Cyber, Intelligence and Security Studies is to educate students in these critical areas, develop relevant programs of research, and conduct outreach efforts across the campus and the community. In 2016, 16 graduates were commissioned into various branches of military intelligence, and 16 graduates were hired by the FBI, as well as seven honors interns.

Colonel Mark D. Rashcke, USA, Professor of Military Science, and Commander William D. Marks, Jr., USN, Executive Officer, Navy ROTC, gave a briefing concerning ROTC training. The presentations included summer training data and commissioning strategy for each military branch, current ROTC requirements as articulated in the college catalog, Title X requirements, and the current ROTC pilot program and curriculum.

The Commandant began his report with observations from the first semester. He noted retention levels are high, the present Corps focus on all four classes, and the improvement of the enforcement of standards, with positive discipline trends. He also provided an update on standing projects, including the Corps Day and Recognition Day plan, Officer and Non-Commissioned Officer Academies post Recognition Day, Mess Hall changes for physical training days, and The Citadel Physical Fitness Test change.

Mr. Acunto provided the Athletics briefing. The Corps Squad GPA for the fall term was slightly higher than the Corps GPA. Football attendance figures for 2016 were up, with The Citadel ranking number one in the Southern Conference, and 17th in the FCS. He also noted accomplishments being made in pursuit of LEAD 2018 action item goals.

Colonel Harrington said Colonel Dominick will attend the Association of Governing Boards’ 2017 National Conference on Trusteeship being held in Dallas, Texas in April.
Colonel Hutto gave an update on changes within CAA, including an update to the by-laws, reduction in the size of the governing board, and changing recall procedures. It has been sixteen years since the banquet hall was overhauled; CAA plans to spend $1.2 million in renovations, which will begin next week and should be complete by commencement in May.

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

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

Colonel Goff made the following motion, which was seconded:

MOTION

“That the Board of Visitors approves the award of the 2017 Cadet Palmetto Medal to Cadet Kevin MacDonald.”

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

Colonel Goff made the following motion, which was seconded:

MOTION

“That the Board of Visitors approves the award of the 2017 Cadet Palmetto Medal to Cadet Joel Neuder.”


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

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

Colonel Goff made the following motion, which was seconded:

MOTION

“That the Board of Visitors approves the award of the 2017 Non-Cadet Palmetto Medal to Mr. Henry A. ‘Bubba’ Kennedy.”

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

The meeting was recessed at 3:18 p.m. to reconvene on Saturday.
Chair Sams reconvened the meeting at 8:00 a.m. on 28 January 2017, in the Scarborough Media Room, Holliday Alumni Center.

The following Board members were present on 28 January 2017: 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 Robert H. Nuttall, Sr.; Colonel L. E. “Gene” Pinson; Colonel Greg A. Lapointe; Colonel Myron C. Harrington, Jr.; members emeritus Colonel William E. Jenkinson III, and Colonel Douglas A. Snyder; and Mr. Alfred R. Kennickell, Jr., President, TCBF. Colonel John C. Dominick, BOV member-elect, was present. 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; Colonel Cardon Crawford, Interim Vice President for Communications and Marketing; Dr. John P. “Jay” Dowd, III, Vice President for Institutional Advancement; Colonel Tara Hornor, Associate Provost for Planning, Assessment and Evaluation and Dean of Enrollment Management; Lieutenant Colonel F. Ward Logan, Controller and Director of Financial Services; Lieutenant Colonel “Jay” Beam, Associate Vice President for Facilities, Engineering and Safety; Mr. Robert L. Acunto, Senior Associate Athletics Director for External Operations; Colonel C. L. “Hawk” Moore, Chief Compliance Officer; Commander William Lind, Executive Assistant to the President; 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.

Voting members absent: Colonel Peter M. McCoy, Sr. and Colonel Stanley L. Myers, Sr. A quorum was present.

Chair Sams called the meeting to order at 8:10 a.m. and reviewed the remaining agenda items.

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

Colonel Garcia began the committee report with a briefing on the strategic financial plan. The fiscal year 2017 key action items within the three primary categories of the plan - generating revenue, controlling expenses, and market and monitoring - were reviewed for status of completion. He also gave an overview of the auxiliaries strategic forecast, highlighting the auxiliaries enterprise, contract negotiations for the food service provider and the renegotiated Barnes and Noble contract, advancement initiatives and the budget projection.

Provost Book continued the report with an update on the status of the Lines of Effort (LOE’s).

She discussed Corps size, factors having an impact on room assignments, in-state and out-of-state mix, and tuition abatements and waivers. She closed by providing some “headlines” suggested at the LEAD 2024 community discussions and by reviewing the timeline for the plan.
Colonel Love, Chair of the Communications and Community Relations Committee, called on Colonel Crawford to begin the committee’s report.

Colonel Crawford showed a video of the band and the Summerall Guard participating in the Presidential Inauguration parade.

Colonel Crawford said the Office of Communications and Marketing (OCM) had been very busy during the fall semester. He noted the good job the staff had done in communicating with faculty, staff, students and parents effectively and efficiently. He reviewed the actions taken in marketing online programs nationally, highlighting increases in website traffic. OCM is working closely with the staff of The Citadel Graduate College, the Evening Undergraduate Studies and Veterans programs in creating and implementing the marketing plan. He detailed actions regarding the progress of the 175th anniversary celebration planning, and closed by providing a legislative update.

Colonel Love thanked Colonel Crawford for doing two jobs - filling in at the Vice President position for an extended period of time, while accomplishing the requirements of his position as the Director of Government and Community Affairs.

Colonel Love presented information on the South Carolina Commission on Higher Education. Data included levels of education achieved by the population within the state, family income, and projected job growth by education level. A financial indicator matrix, which will go into effect as of 1 February 2017, was outlined; most of the factors include a ten-year period.

Colonel Philipkosky began the Operations and Risk Management Committee report by providing an update on the design and schedule of the Bastin Hall project. A model of the building was displayed.

Mr. Acunto briefed the BOV on the proposed sale of beer at Citadel sporting events, including all of the associated restrictions and regulations to be implemented at baseball games. A motion for approval will be considered at the end of the meeting.

Mr. Michael Maher, Chief Executive Officer of the WestEdge Foundation, Inc., gave an update on the WestEdge Development. This mixed-use urban revitalization project was originally launched as a “world class research community to help advance the economic future of Charleston” in 1998. It has progressed through various stages and the first anchor building, 10 WestEdge, broke ground in October 2016. It should complete sometime within the third quarter of 2018. The Citadel tailgating area will be impacted as two later buildings are constructed.

After a brief break, the meeting resumed.

Colonel Garcia outlined the purchase card initiative and the proposed motion to increase the purchase card threshold from $10,000 to $50,000 per transaction.
Colonel Garcia said a request for proposal for a five-year auditing contract for both The Citadel and The Citadel Trust had been published, with responses due by the end of the month. A scoring committee will make a recommendation to the Board in early April.

LTC Logan reviewed factors pertaining to The Citadel Scholarship Book Fiscal Year 2015-2016 with Recommendations for FY 2017-2018. He discussed the book’s purpose and calculation of the scholarship spend recommendations. Total recommended spending amount for FY17 is $2,959,298 and for FY18 the amount is $3,030,369.

It was noted that hard copies of additional information from the ORM Committee were available in the folders provided to each BOV member.

Colonel Goff presented motions for consideration.

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

**MOTION**

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

- 15 and 16 September 2016 meetings
- 3 October 2016 teleconference
- 1 November 2016 teleconference
- 1 December 2016 teleconference
- 9 January 2017 teleconference”

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

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

**MOTION**

“That the Board of Visitors approves the increase of the Purchase Card Threshold from $10,000 to $50,000.”

After discussion, the motion was amended to read:

“That the Board of Visitors approves the increase of the Purchase Card Threshold from $10,000 to $100,000.”

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

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

**MOTION**

“That the Board of Visitors approves the scholarships budget cited in The Citadel Scholarship Book Fiscal Year 2015-2016 with Recommendations for FY 2017-2018.”
Colonel Goff made the following motion, seconded by Colonel Harrington:

MOTION

“That the Board of Visitors approves the resolution in support for the administration’s proposal to offer beer sales at Citadel baseball games at Riley Park.”

Voting members voting aye: Sams, Goff, Price, Hooper, Nuttall, Lapointe, and Harrington.
Voting members voting nay: Pinson. Voting members abstaining: Love. The resolution was approved.

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

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

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

MOTION

“That the Board of Visitors approves the naming of the School of Business as presented by the Naming Opportunities Committee on 28 January 2017.”

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

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

MOTION

“That the Board of Visitors approves the recognition of the Class of 1964’s gift of thirty (30) stained-glass window plaques in Summerall Chapel as presented by the Naming Opportunities Committee on 28 January 2017.”

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

The BOV asked to see a copy of the plaque described in the motion before the final installation in the Chapel.

An update on future college events was provided by Chair Sams.

Colonel Goff made a motion to go into executive session to discuss personnel matters. The motion was seconded and unanimously approved.
Motion to come out of executive session made by Colonel Lapointe, seconded and unanimously passed.

There being no further business, the meeting adjourned at 1:45 p.m.

Respectfully submitted,

Patricia M. Kinard
Recording Secretary to the Board of Visitors