The Citadel Board of Visitors (BOV) held meetings in the Scarborough Multimedia Room, Holliday Alumni Center, on 21 and 22 April 2017 to: conducts an executive session for an update on pending legal matters and personnel matters; hear presentations from former Mayor Joseph P. Riley and from representatives of Burdeshaw & Associates; receive reports from the President, Board committees, The Citadel Real Estate Foundation (TCREF); The Citadel Foundation (TCF), The Citadel Alumni Association (CAA) and The Citadel Brigadier Foundation (TCBF); receive updates from the Head Basketball Coach and from the Dean of the Zucker Family School of Education; consider requests for diploma presentation exceptions; approve minutes and any action items presented; hold an election of officers; and discuss other Board matters.

The following Board members were present on 21 April 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; 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.; Colonel Leonard C. Fulghum, Jr., chairman emeritus; members emeritus Colonel William E. Jenkinson III, and Colonel Douglas A. Snyder; Mr. Claudius E. Watts, IV, Chairman, The Citadel Foundation (TCF); Mr. Jamie A. Khan, President, The Citadel Alumni Association (CAA); and Mr. Alfred R. Kennickell, Jr., President, The Citadel Brigadier Foundation (TCBF). Mr. John C. L. Darby, Chairman of The Citadel Real Estate Foundation (TCREF); and Colonel John C. Dominick and Colonel James H. Harrison, BOV members-elect, were 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; Mr. Jim Senter, Director of Intercollegiate Athletics; 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; Lieutenant Colonel “Jay” Beam, Associate Vice President for Facilities, Engineering and Safety; Lieutenant Colonel F. Ward Logan, Controller and Director of Financial Services; Mr. Michael Keeney, Financial Services Assistant; Major Leah Schonfeld, Director of Human Resources; Colonel J. Laurence Hutto, Jr., Executive Director, The Citadel Alumni Association; 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. Ms. Tamara Saunders and Ms. Yolanda Wardlaw of the SC Legislative Audit Council were also in attendance.

Presenters during the 21 April meeting: Chaplain Jose R. Molina, Chaplain to the Corps of Cadets and Director of Religious Activities; The Honorable Joseph P. Riley, former Mayor of Charleston; General William Hartzog, USA (Retired), President, and LtCol Sean Braziel, USMC (Retired), Vice President of Operations, Burdeshaw Associates, Ltd.; Coach Duggar Baucom, Citadel Head Basketball Coach; and Colonel Larry G. Daniel, Ph. D., Dean of the Zucker Family School of Education.

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 8:05 a.m. Chaplain Molina gave an invocation and Chair Sams led “The Pledge of Allegiance.”

Chair Sams introduced the BOV members-elect, the Burdeshaw & Associates representatives, and the SC Legislative Audit Council representatives.

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 Goff, seconded, and unanimously passed.

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

Mayor Riley discussed his impressions of the college upon his return to teaching. He was extremely positive about the academic abilities of the students and the quality and commitment of the faculty. He mentioned several dignitaries he has invited to address his students. His goal is to “have The Citadel reaching out, and our citizens reaching in.”

General Hartzog outlined the current status of the 2018 president selection process, including the search and selection team, support team, and lessons learned from the past selection process.

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

The Provost began the committee report by providing an overview of the status of the LEAD 2018 plan refresh, detailing program and funding progress, and the realignment of college resources to priorities identified. Progress on the LEAD 2024 plan will be briefed at the BOV retreat during the summer.

The FY17 Annual Performance Plan (APP) update was discussed. In many cases, the challenge to the successful completion of goals is insufficient funding.

Colonel Garcia discussed the five-year budget build factors. The comprehensive five-year budget and tuition forecast will be an item action at the June BOV meeting.

Mr. Senter reviewed the athletics five-year budget forecast, including budget components and detailed revenue and expense factors. General Rosa noted this is the first time the college has had a model to build athletics budget projections.
An updated Master Planning Concept brief was given by Colonel Philipkosky, noting three proposed changes to future capital projects.

LTC Logan began the Operations and Risk Management (ORM) Committee report by providing the details of the Auditor Request for Proposal (RFP), including the award criteria factors and scoring results.

Colonel Garcia discussed the details of the Food Service RFP, comprising the review process, selection, and contract highlights. The contract with the new vendor, Sodexo, will be for five years beginning 1 July 2017.

A demolition timeline for the East Side stands at Johnson Hagood Stadium was reviewed by Lt Col Beam.

A proposal to transfer management responsibilities of the columbarium from The Citadel Alumni Association to the Office of Chaplaincy was outlined by Captain Paluso. A formal motion to amend the original resolution pertaining to the columbarium in order to approve the proposed transfer will be considered on Saturday.

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

After lunch, Mr. Darby began the afternoon session with a report on the progress of The Citadel Real Estate Foundation. A director is being recruited who will interact with the school, and will oversee the design, finance, construction, and other aspects of various undertakings. The group is looking at several projects and will present ideas and options, including a timeline, to the Board.

Colonel Garcia discussed tuition and fees and the FY18 budget update. The review included details of the impact of a new Capers building, tuition trends, and controlling expenses. Budget factors for FY18 will be identified in the near term and the full budget presented at the June BOV meeting.

Mr. Senter introduced Coach Baucom, who stated, “It has been an amazing two years.” He believes the future of the basketball team is bright and expects to move into the top half of the league. The team is doing well academically, with two seniors having a 4.0 GPA this semester.

The Provost introduced Dean Daniel, who gave an informative update on the Zucker Family School of Education. His topics included personnel and searches, program updates, new projects, progress toward LEAD 2018 initiatives, and planning for LEAD 2024.

Due to a lack of time, the ELD Committee report was postponed until Saturday.

The meeting was recessed to reconvene on Saturday.
The meeting reconvened on 22 April 2017, in the Scarborough Multimedia Room, Holliday Alumni Center.

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; Colonel Peter M. McCoy, 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, The Citadel Foundation; and Mr. Jamie A. Khan, President, The Citadel Alumni Association. Colonel John C. Dominick and Colonel James H. Harrison, BOV members-elect, were 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. Phillipkosky, 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 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; 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. Ms. Tamara Saunders and Ms. Yolanda Wardlaw of the SC Legislative Audit Council were also in attendance.

Voting members absent: Colonel Robert H. Nuttall, Sr. A quorum was present.

Chair Sams called the meeting to order at 8:07 a.m. and reviewed the remaining agenda items.

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

The topics reviewed by BG Book included: general education, enrollment, sources of financial aid, online enrollment, dean searches, and proposed changes in academic policies.

President Rosa began his report by telling the Board a recent poll by U.S. News & World Report indicates that South Carolina ranks 50th in the United States in K-12 education. His concern is that this will ultimately impact higher education. The President’s inspection went well, and it was one of the top two he has experienced. The Class of ‘17 has provided the best senior leadership he has seen. The fall semester went well academically, with the freshmen class averaging a 2.9 GPA, the Corps just over 3.0, with the athletes slightly higher. The impact of the discontinuance of the TERI program will leave the college with many years of experience to fill in hiring positions. He is glad the college concentrates so much on the budget build, as more college presidents are spending a great amount of time on fundraising and budgets, in light of the decline in legislative funding. The enrollment team has done a great job in developing the Class of 2021 and in promoting summer school registration.
This is the first time the Athletics Department has had a five-year financial plan, and they are moving in the right direction, in preparing now for the next twenty years. The Memorial Fund is currently at $15 million, but should be $45-$50 million to provide future funding of athletic scholarships.

For the past five years, The Citadel Foundation has provided the college with more funding than the State; however, the academic endowment must grow in order to meet future needs.

The LEAD 2018 Plan matures next year, and the college must look at where we are now, develop a new strategic plan, and consider the challenges of the unknown beyond the strategic plan. It is essential that The Citadel begins to think about when the next capital campaign will take place, as the current campaign closes May 2018.

There will be more than 550 graduates at the Corps Commencement, with over 60 legacies. The summer will go by quickly; athletes and cadre will be reporting back to campus during the third week of July. The senior team has completed their Annual Performance Plans and will try to take some time off during the summer.

President Rosa said our challenge lies in competing for students who are interested in our leadership program. All higher education institutions struggle with the reality of budgets.

The President noted the significance of professional development for Board members to stay on the leading edge of strategic thinking. He closed by mentioning the great work being done by the students in The Citadel Undergraduate Research Experience (CURE) program.

Colonel Love, Chair of the Communications and Community Relations (CCR) Committee, was called on for the committee’s report.

Colonel Crawford began the report by showing a video that aired on a local TV station highlighting the college’s celebration of diversity milestones within the Corps of Cadets.

Colonel Crawford said progress of both LOE #2 and LOE #3 is over 90%. He outlined marketing efforts for the summer term, discussed samples of earned media coverage and media metrics for the period of January through March, and local marketing efforts to support The Citadel Graduate College, and the Evening Undergraduate Studies and Veterans programs. He detailed actions regarding the progress of the 175th anniversary celebration planning, and closed by providing a legislative update.

Mr. Watts provided an overview of the capital campaign with year-to-date fundraising results. He discussed LEAD 2018 Plan fundraising efforts, historical data showing dollars raised, cash grants to the college, cash collections, outstanding pledge balances by year, and endowment levels. Other financial data showing a comparison of TCF to its peers was presented, with a word of caution from Mr. Watts that the numbers are a “work in progress.” Athletics fundraising information and a three-year comparison of TCBF auction proceeds were also displayed.
Mr. Khan was called on for an update of The CAA. He provided information pertaining to membership, funding endeavors, additional projects, renovations to the Courvoisie Banquet Hall, CAA events and lines of effort, fundraising, and The CAA Board.

Colonel Dominick, BOV member-elect, had attended the 2017 National Conference on Trusteeship conducted by the Association of Governing Boards of Universities and Colleges (AGB) in Dallas, Texas in April. He gave an overview of the conference, with a focus on risk management. He also distributed copies of documents obtained at the conference. He closed by stating he found the meetings to be highly informative and recommended that two members of the Board be sent to the next AGB event.

Colonel Goff began a discussion concerning the diploma presentation requests.

Colonel Goff made the following motion:

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MOTION

“That the Board of Visitors approves the diploma presentation exception requests of the following students for the SCCC Commencement: Ra’Shaud Graham, Strachan S. Hagood, Marcus Mander, Zachary T. McKay, Jared C. Poole, Thomas Prunty, and Thomas Spera.”
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No voting member of the Board seconded the motion; therefore Chair Sams declared the motion failed for lack of a second.

Colonel Goff made the following motion:

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MOTION

“That the Board of Visitors approves the diploma presentation exception request of the following student for the SCCC Commencement: Colin Michael Charles.”
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The motion was seconded by Colonel Hooper. Voting members present voting aye: Hooper and Lapointe. Voting members present voting nay: Sams, Goff, Love, Price, McCoy, Pinson, Myers and Harrington. The motion failed.

Colonel Goff made the following motion:

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MOTION

“That the Board of Visitors approves the diploma presentation exception requests of the following students for the CGC Commencement: Jared Lawrence Cochell, Courtney Cook, Lee Ann Jones, Nicole McGougan, and Melinda S. Norris.”
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No voting member of the Board seconded the motion; therefore Chair Sams declared the motion failed for lack of a second.

Colonel Goff made the following motion:

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MOTION

“That the Board of Visitors approves the diploma presentation exception request of the following student for the CGC Commencement: Patricia Lamoree Fitzgerald.”
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The motion was seconded by Colonel Harrington and unanimously approved by the voting members present: Sams, Goff, Love, Price, Hooper, McCoy, Pinson, Lapointe, Myers and Harrington.

Colonel Goff made the following motion:

**MOTION**

“That the Board of Visitors approves the diploma presentation exception request of the following student for the CGC Commencement: Reginald Mitchell, Sr."

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

Colonel Goff made the following motion, which was seconded:

**MOTION**

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

- 22 and 28 January 2017 meetings
- 2 February 2017 teleconference
- 1 March 2017 teleconference.”

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

Colonel Goff made the following motion, which was seconded:

**MOTION**

“That the Board of Visitors amends that Resolution entitled ‘Howie Memorial Bell Tower Columbarium Niche Endowment Fund’ dated February 7, 2009 by approving the transfer of administration of The Citadel Columbarium from The Citadel Alumni Association to The Citadel Office of Chaplaincy, effective immediately.”

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

Colonel Goff made the following motion, which was seconded:

**MOTION**

“That the Board of Visitors approves the modifications made to the Campus Master Plan as briefed at the April 21-22, 2017 Board meeting.”

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

Colonel Goff recommended the BOV continue with the recognition awards previously given to members of The Citadel community for outstanding achievements.

After a brief break, the Board considered election of the Chair and Vice Chair for the July 2017-June 2019 term.
Colonel Goff called for nominations for Board Chair. Colonel Goff nominated Colonel Price, seconded by Colonel McCoy. There being no further nominations, the nominations were closed. Colonel Price addressed the Board, eloquently expressing his gratitude for being nominated and describing his vision for the strategic leadership of the college.

Following his remarks, Colonel Goff moved:  

**MOTION**

“That the Board of Visitors elects Colonel Fred L. Price, Jr. as Chair for a two-year term effective 1 July 2017.”

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

Colonel Goff called for nominations for Board Vice Chair. Colonel Love nominated Colonel Harrington, seconded by Colonel Goff. There being no further nominations, the nominations were closed. Colonel Harrington thanked the Board and delineated his many years of experience serving the Board of Visitors and the college. He also cited those areas he believes the Board must focus on to maintain the levels of excellence the college has achieved in recent years.

Following Colonel Harrington’s remarks, Colonel Goff moved:

**MOTION**

“That the Board of Visitors elects Colonel Myron C. Harrington, Jr. as Vice Chair for a two-year term effective 1 July 2017.”

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

Chair Sams congratulated both gentlemen for their willingness to serve the college in these important capacities.

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

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

Colonel Goff made the following motion, which was seconded:

**MOTION**

“That the Board of Visitors authorizes the administration to use funds from The Citadel Trust, up to the amount discussed in executive session, to settle pending or potential litigation.”

The motion was unanimously approved by the voting members present: Sams, Goff, Love, Price, Hooper, McCoy, Pinson, Lapointe, Myers, and Harrington.
There being no further business, the meeting adjourned at 1:10 p.m.

Respectfully submitted,

Patricia M. Kinard
Recording Secretary to the Board of Visitors