The Citadel Board of Visitors (BOV) held meetings in the Scarborough Multimedia Room, Holliday Alumni Center, on 26 and 27 January 2018 to: conduct an executive session for an update on legal matters; receive reports from The Citadel Real Estate Foundation and the external auditors, Cherry Bekaert; receive reports from Board committees and the President; recognize Cadet Major Robert C. Weigand and Professor Daniel Bornstein for their accomplishments; hear an overview of the Honors Program and an update on the status of “Big Red”; receive reports from The Citadel Foundation (TCF), The Citadel Alumni Association (CAA), and The Citadel Brigadier Foundation (TCBF); approve minutes and any action items presented; and discuss cadet Palmetto Medal nominations and other Board matters.

The following Board members were present: Colonel Fred L. Price, Jr., Chair; Colonel Allison Dean Love; Colonel Dylan W. Goff; Colonel Peter M. McCoy, Sr.; Colonel L. E. “Gene” Pinson; Colonel Stanley L. Myers, Sr.; Colonel John C. Dominic; Colonel Jamie A. Khan; 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; and Colonel Leo A. Mercado, President-Elect, The Citadel Alumni Association, representing Mr. Willis E. Tisdale, Jr.

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; Dr. John P. “Jay” Dowd, III, Vice President for Institutional Advancement; Colonel John L. Dorrian, Vice President for Communications and Marketing; Mr. Rob Acunto, Interim Director of Intercollegiate Athletics; Colonel Mark A. Bebensee, Associate Provost for Academic Affairs; Colonel Kevin C. Bower, Assistant Provost for Academic Operations; Lieutenant Colonel James R. Beam, Associate Vice President for Facilities, Engineering, and Safety; Colonel Cardon B. Crawford, Director of Government and Community Affairs; Colonel James Openshaw, Interim Vice President for Finance and Business; Lieutenant Colonel F. Ward Logan, Controller and Director of Financial Services; Lieutenant Colonel Jack J. Porter, Chair of the Faculty Senate; Commander William Lind, Executive Assistant to the President; Mr. Mark C. Brandenburg, General Counsel; Mrs. Ashley Witherspoon, President’s Assistant for Board Matters; and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors.

Presenters during the meeting: Chaplain Jose R. Molina, Chaplain to the Corps of Cadets; Mr. John Darby, Chair, and Mr. Jeff Kidd of The Citadel Real Estate Foundation (TCREF); Mr. Alan Robinson, Audit Partner, and Ms. Roselle Bonnoitt, Audit Director, of Cherry Bekaert; Mr. Kevin Reid, Director of Auxiliary Services; Mr. Dean Easterlin, Director, Project Management Office; Colonel Jack W. Rhodes, Director of the Honors Program, and Dr. Deidre D. Ragan, incoming Director; and Mr. “Ted” Curtis, Citadel Class of ’64.

Voting members absent: Colonel Myron C. Harrington, Jr., Vice Chair; and Colonel Greg A. Lapointe. 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 Price opened the meeting at 8:05 a.m. Colonel Price asked for a moment of silence to honor the members of The Citadel family who had recently passed. Chaplain Molina gave an invocation and the group recited “The Pledge of Allegiance.”
Chair Price reviewed the schedule and agenda and reminded the Board of upcoming college events. He noted airport interviews will be held in mid-February for several Presidential candidates.

President Rosa noted the new Vice President for Finance and Chief Financial Officer, Colonel Charles L. Cansler, III, is out sick. He gave a few highlights of Colonel Cansler’s financial career.

Colonel Goff moved to go into executive session for an update on legal matters covered by the attorney-client privilege. The motion was seconded and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Myers, Dominick and Khan.

Colonel Love moved to come out of executive session. The motion was seconded and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Myers, Dominick and Khan.

Mr. Darby, Chair of TCREF, gave an overview pertaining to several proposed projects: East Side stands, parking deck; campus edge plan, and the Faculty House located at 171 Moultrie Street. The East Side stands concept is being reviewed for a potential decrease in seating from the original plan, and an increase in commercial space. The temporary seating is working; however, a long-term solution is needed due to the negative impact on recruiting. TCREF has a meeting scheduled next week regarding the parking deck. The project is approximately three years from completion. He hopes to have definitive information, including location, conceptual design, schedule, and rates at the next BOV meeting to present for approval.

Colonel McCoy, Chair of the Operations and Risk Management (ORM) Committee, called on Mr. Brandenburg to begin the committee report.

Details of the status of the Faculty House, located at 171 Moultrie Street, were provided, including potential uses and obstacles. A motion to sell the property to TCREF, pending due diligence, will be voted on by the Board at the end of the Saturday session.

Mr. Brandenburg reviewed a summary of campus insurance policies. Applications were submitted in December 2017. The increase in premiums has been significant, with an overall average of 103.3% for the period from 2014 to 2017. He also noted that the current five-year contract for an insurance broker has expired and a new request for proposal issued.

The Cherry Bekaert representatives, Mr. Robinson and Ms. Bonnoitt, reported the audit results. They began by saying the college had an “outstanding year” and all filing deadlines had been met. Their presentation detailed auditor responsibility, service deliverables, required auditor communications, future accounting standards, and financial highlights. They complimented the college financial staff for their assistance in completing the audit. The summary stated, “clean opinion, no adjustments, no material weaknesses, one single audit finding, and full cooperation with management.” The finding was a minor matter pertaining to student aid; the audit was on time and on schedule. Ms. Bonnoitt noted new liabilities that fall under future accounting standards – GASB 75, Accounting and Financial Reporting for Postemployment Benefits Other than Pensions, and GASB 81, Irrevocable Split-Interest Agreements. A link to the full eighty-page financial report will be provided to Board members for their review.
An executive summary of components within the student risk rollup were presented by the Commandant. Reporting areas included CARE (Campus Advocacy, Response, and Education); CADIC (Campus Alcohol and Drug Information Center); CCC (Citadel Counseling Center); and the Infirmary.

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A briefing on the construction of a Starbucks facility in Mark Clark Hall was jointly presented by Colonel Philipkosky, Mr. Easterlin, and Mr. Reid. Detailed drawings were reviewed, along with financial data and a tentative schedule for the project. The Board will be presented with a final design for review.

Colonel Openshaw reviewed the preliminary FY19 budget, including major budget assumptions and major actions on the budget build. He noted the 23 January 2018 House Ways and Means review of FY19 budget requests had gone very well. In March, the Senate review will be held, and in April preliminary FY19 budget options will be reviewed by the BOV, with final approval by the Board in June.

LTC Logan reviewed information pertaining to The Citadel Scholarship Book for FY 2016-17 with Recommendations for FY 2018-19. The book outlines The Citadel Trust investment policy, provides financial aid award budgets, details scholarship fund requirements, displays financial details for each scholarship fund, and provides a spend recommendation.

The meeting was recessed at 11 a.m. to allow the Board to attend the ribbon cutting ceremony for the Swain Department of Nursing Simulation Lab in Byrd Hall and the luncheon honoring the Swain families which followed.

The meeting resumed at 1:15 p.m. in the Scarborough Multimedia Room.

Head Baseball Coach Tony Skole, Citadel Class of ’91, spoke to the Board about his recent endeavors. His first job was to hire a new coaching staff and recruiting efforts have gone well. He has seen tremendous improvements in the team. The first scrimmage will be at Riley Park later today, with a total of 56 games this year. He noted the team had a GPA of 3.37 last year, which was a new record.

Colonel Myers, Chair of the Education and Leadership Development (ELD) Committee, began the committee report by calling on Colonel Rhodes and Dr. Ragan for a presentation on the Honors Program. The Honors Program encourages research, which the students are ready to begin in their sophomore year, enabling them to develop strategies to become competitive in their field of endeavor when they graduate. There are currently 90 students in the program, with about half in the STEM disciplines.

Dr. Daniel B. Bornstein, Assistant Professor, was recognized by the Board of Visitors, “For important research providing critical insight into the national security issues posed by military recruits who are less physically fit and less prepared for service, raising awareness of the health benefits of a physically active lifestyle.”

Cadet Major Robert C. Weigand was recognized by the Board of Visitors, “For being named by the Cadet Command to its annual National Merit-of-Order List as the seventh top-ranking Army ROTC cadet for Fiscal Year 2018” during college ROTC Training and Advanced Camp at Fort Knox, KY. Chair Price noted that Cadet Weigand was seventh out of over 5,000 students who competed for this award.

Chair McCoy resumed the ORM Committee report by calling on Lt Col Beam to provide an update on the proposed renovation to Quarters One. A motion to approve $475,000 for renovations will be presented to the BOV for approval on Saturday. Lt Col Beam reviewed the renovation schedule and the items
included in the renovation plan. The Facilities and Engineering staff are reevaluating the original schedule of repairs due to decreased availability in funding.

The Stevens Barracks location study presentation included the analysis of three potential sites and details of the liabilities of those options, with a final site recommendation. A three-phased approach to the project was cited, with a total estimated cost of $43.5 million and project completion in November of 2029.

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Mr. Curtis gave a presentation on “Big Red,” the flag believed to have flown over the battery at Morris Island on January 9, 1861 when Citadel cadets fired on The Star of the West. He described how the flag was discovered at a museum in Iowa and eventually placed on a temporary loan to The Citadel, which expires in November 2021. He outlined a proposal for a joint custody arrangement for the flag and asked the Board for its support in moving forward with the request.

The meeting recessed at 3:15 p.m.

The meeting reconvened on 27 January 2018 at 8:25 a.m. in the Scarborough Multimedia Room, Holliday Alumni Center.

The following Board members were present: Colonel Fred L. Price, Jr., Chair; Colonel Allison Dean Love; Colonel Dylan W. Goff; Colonel Peter M. McCoy, Sr.; Colonel L. E. “Gene” Pinson; Colonel Stanley L. Myers, Sr.; Colonel John C. Dominick; Colonel Jamie A. Khan; member emeritus Colonel William E. Jenkinson III; Mr. Claudius E. Watts, IV, Chairman, The Citadel Foundation; and Colonel Leo A. Mercado, President-Elect, The Citadel Alumni Association, representing Mr. Willis E. Tisdale, Jr.

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; Dr. John P. “Jay” Dowd, III, Vice President for Institutional Advancement; Colonel John L. Dorrian, Vice President for Communications and Marketing; Mr. Rob Acunto, Interim Director of Intercollegiate Athletics; Colonel Mark A. Bebensee, Associate Provost for Academic Affairs; Colonel Cardon B. Crawford, Director of Government and Community Affairs; Colonel James Openshaw, Interim Vice President for Finance and Business; Lieutenant Colonel F. Ward Logan, Controller and Director of Financial Services; Lieutenant Colonel Jack J. Porter, Chair of the Faculty Senate; Commander William Lind, Executive Assistant to the President; Mr. Mark C. Brandenburg, General Counsel; Mrs. Ashley Witherspoon, President’s Assistant for Board Matters; and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors.

Presenters during the meeting: Mr. Kevin Reid, Director of Auxiliary Services, and Mr. Michael Keeney, Financial Services Assistant.

Voting members absent: Colonel Myron C. Harrington, Jr., Vice Chair; and Colonel Greg A. Lapointe. A quorum was present.

Colonel Pinson gave an invocation and the group recited “The Pledge of Allegiance.”

Chair Price reviewed the remaining items on the agenda.

President Rosa gave his report. Highlights included:
- The college had two good fall semesters in a row. Matriculation went well and The Citadel Family Association was very important to the orderly flow of the process.
• The Commandant’s training has been very effective. Metrics show the trends in many areas of student life, but the subjective part is difficult to measure.

• The academic portion of the college has evolved, with 510 students receiving Gold Stars and/or President’s List recognition at the awards parade. He noted these achievements are reflective of the quality of our faculty.

• In the financial area, the college continues to monitor, track, and evolve – tracking budgets to actuals, monitoring cost centers, and managing budgets. Financial decisions made by the State have a huge impact on our budget, as we cannot control unfunded initiatives; however, we are doing a good job in managing costs.

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• TCF had a great year, with donations in 2017 being the highest in college history. The capital campaign ends in May, and it is important to start planning for the next fundraising effort.

• Our alumni continue to support the college, with a giving rate almost double that of other peer institutions. It is critical for The CAA to work with the college better than in the past.

• The briefing for the House Ways and Means Committee went well. It is important for the President and the Board to tell the Legislature what is being done well and where help is needed.

• It is critical that timelines for future undertakings are tracked by the Board and the administration held to compliance. He cited projects such as the East Side Stands, Faculty House, Capers Hall and Bastin Hall.

• He closed by saying he spoke to the Corps last week and over three-quarters of McAlister Field House was filled. There are less than 100 days to graduation.

Chair McCoy resumed the ORM Committee report by calling on Colonel Openshaw to provide the midterm financial review.

Colonel Openshaw went over revenues and expenses from the General Fund, Auxiliaries, Athletics, and a composite slide showing total figures.

LTC Logan reviewed the Moody’s Rating Comparisons and the Composite Financial Index (CFI) Analysis. He said it is a “good news story” with room for new financial initiatives. The Citadel has an Aa3 rating – the same as Clemson. In response to a question about the financial impact of the proposed new capital projects, he said the finance team will meet with the auditors next week to work through that analysis.

Colonel Myers, Chair of the ELD Committee, continued the committee report by calling on the Provost.

BG Book introduced LTC Jack Porter, the new Chair of the Faculty Senate.

The Provost reviewed the spring 2018 enrollment figures, fall 2017 Corps of Cadets and graduate college grades, and the nursing program timeline. The online program will meet this year’s targets and has proven to be successful financially.

Colonel Bebensee said the Provost search will begin in March and should complete by September, with a new person in place by 1 January 2019.

The Commandant noted the fall of 2017 semester had been outstanding and the Class of 2018 is strong. Retention rates and discipline statistics were outlined. The Commandant gave his first semester (fall 2017) observations and his projected way ahead. Two of the topics he would like to revisit at the April BOV meeting are the haircut standards and scrambling cadet company assignments in their sophomore year.
After a brief break, Colonel Goff moved that the Board of Visitors amend the agenda to consider the proposed motions.

The motion was seconded by Colonel Myers and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Myers, Dominick, and Khan.

Colonel Goff moved:

MOTION

“That the Board of Visitors approves the following six strategic initiatives as the foundation of The Citadel’s next six-year strategic plan:

- Educate and develop principled leaders in a diverse and global environment.
- Enhance the learning environment through academic programs of distinction and student success services.
- Advance The Citadel as the Senior Military College and Graduate College of choice.
- Create and maintain campus facilities to advance student learning, innovation, and campus operations.
- Ensure the College has the leadership, talent, and diversity to accomplish these strategic initiatives.
- Enhance the region’s social, educational, and economic development through meaningful community and corporate collaborations.”

The motion was seconded by Colonel Myers and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Myers, Dominick, and Khan.

Colonel Goff moved to go into executive session to consider personnel matters. The motion was seconded and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Myers, Dominick and Khan.

Colonel Goff moved to come out of executive session. The motion was seconded and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Myers, Dominick and Khan.

Colonel Goff moved:

MOTION

“That the Board of Visitors authorizes the awarding of the Cadet Palmetto Medal to candidate E, as discussed in executive session at the Saturday, 27 January 2018 meeting.”

The motion was seconded by Colonel Myers and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Myers, Dominick, and Khan.

Colonel Goff moved:

MOTION

“That the Board of Visitors authorizes the President to execute such documents as are necessary to sell 171 Moultrie Street to The Citadel Real Estate Foundation, subject to the approval of appropriate state governmental authorities, in accordance with Article III, Section 31 of the South Carolina Constitution, S.C. Code Ann. 59-101-180, and such other rules and regulations as may be appropriate, and subject to a
right of reverter should The Citadel Real Estate Foundation cease to use such property for the benefit of The Citadel.”

The motion was seconded by Colonel Myers and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Myers, Dominick, and Khan.

Colonel Goff moved:

**MOTION**

“That the Board of Visitors approves the renovation of the Mark Clark Hall reception room into a Starbucks and Cadet lounge, as briefed on January 26, 2018, on a budget of $1,000,000, drawn in equal parts from Sodexo contractual payments and gift funds.”

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Colonel Myers seconded the motion.

After discussion concerning the scope of the areas to be renovated, specifically the restrooms within Mark Clark Hall, Colonel Goff moved that the motion be amended by striking out the word, “the” prior to Mark Clark Hall and striking out the words, “reception room into a Starbucks and Cadet lounge.”

Colonel Love seconded the motion to amend and it was approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Myers, Dominick, and Khan.

The Board then considered the amended motion. The amended motion was approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Myers, Dominick, and Khan.

Colonel Goff moved:

**MOTION**

“That the Board of Visitors approves the President’s Quarters renovations as briefed on 26 January 2018 with a renovation budget of $475,000, to be sourced from The Citadel Trust, The Citadel Foundation, Education & General Use, and Auxiliary Enterprises.”

The motion was seconded by Colonel McCoy and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Myers, Dominick, and Khan.

Colonel Goff moved:

**MOTION**

“That the Board of Visitors approves Site C as the new barracks location and directs the administration to proceed with Phase I of the barracks replacement project, as briefed to the Board on 26 January 2018, by conducting appropriate studies for (1) utility decentralization, (2) development of new locations for the Cadet Store and Tailor Shop, and (3) consideration for outsourcing the Laundry, Dry Cleaning, and Summer Uniform Storage.”

The motion was seconded by Colonel Dominick and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Myers, Dominick, and Khan.

Colonel Goff moved:

**MOTION**

“That the Board of Visitors approves the scholarships budget cited in The Citadel Scholarship Book FY16/17 with Recommendations for FY18/19.”
The motion was seconded by Colonel Love and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Myers, Dominick, and Khan.

Colonel Goff moved:

MOTION

“That the Board of Visitors, pursuant to §III(3)(b) of the College Regulations, approves the creation of a Master of Arts in Military History.”

The motion was seconded by Colonel Love and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Dominick, and Khan.

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Colonel Goff moved:

MOTION

“That the Board of Visitors approves the following meeting/teleconference minutes as submitted:
• 29 September 2017 Meeting;
• 1 November 2017 Teleconference; and
• 2 December 2017 Meeting.”

The motion was seconded by Colonel Dominick and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Dominick, and Khan.

Mr. Acunto presented an Athletics update, discussing 2017 fall term GPA figures by sport, academic progress rates for 2015-16, 2017 football ticket sales and revenue, 2018 basketball ticket year-to-date sales and revenue, beer sales at Johnson Hagood stadium during 2017, and concession sales. Athletics has decided to pursue options to outsource concessions beginning in July 2018.

Colonel Philipkosky advised the Board the goal to hire the new Athletics Director will be August 2018. The search will begin in late March or early April.

The auxiliaries strategic forecast was reviewed by Mr. Reid. Topics included a five-year forecast, profit sharing enterprises, fee based accounts, current projects, and reserve balances.

Colonel Goff moved that the Board of Visitors amend the agenda to move The Citadel Foundation update forward.

The motion was seconded by Colonel McCoy and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Dominick, and Khan.

Mr. Watts provided an overview of the capital campaign and 2017 fundraising results, LEAD fundraising, and The Citadel Brigadier Foundation and athletics fundraising, highlighting TCF had met or exceeded fundraising goals. Key focus areas will include celebrating the successful conclusion of the Foundation for Leadership campaign and recognition of donors, increasing the alumni and legacy giving participation percentages, increasing athletic fundraising levels, broadening stewardship efforts, and pushing toward the Foundation of the future. He also noted that Facebook has had an impact on philanthropy in a big way with younger alumni.
The Board took a brief break and continued the meeting with a working lunch.

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

Colonel Dorrian discussed the 175th anniversary celebration luncheon and highlights of the 50th anniversary events honoring The Citadel Graduate College (CGC). He also provided an update on the social media policy published in October.

Colonel Crawford provided a legislative update, noting that the brief to the House Higher Education Ways and Means Committee on 23 January went well. He detailed The Citadel’s requests for recurring and non-recurring funding, the status of the Capers Hall approval process, and his efforts with county council.

Colonel Love thanked Colonel Dorrian and Colonel Crawford and the staff of the Office of Communications and Marketing, along with consultant Mary Green, for their efforts in shaping the Board of Visitors meeting minutes 26 and 27 January 2018 Page nine external environment. She noted that the Commission on Higher Education is holding public state-wide meetings to consider the affordability of higher education.

Colonel Mercado discussed the current status of The Citadel Alumni Association (CAA). There are 12,661 members in the organization as of 1 November 2017, of which 319 are graduates of CGC. The CAA is committed to developing a strategic plan focusing on its mission and a commonality of purpose. A recent change is that the Board of Visitors members elected by the CAA have been made ex officio members of the CAA Executive Board.

Colonel Love moved to go into executive session to discuss personnel matters. The motion was seconded by Colonel McCoy and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Dominick, and Khan.

Colonel McCoy moved to come out of executive session. The motion was seconded by Colonel Dominick and approved unanimously by the voting members present: Price, Love, Goff, McCoy, Pinson, Dominick, and Khan.

There being no further business, the meeting adjourned at 2:20 p.m.

Respectfully submitted,

Patricia M. Kinard
Recording Secretary to the Board of Visitors