

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
25 AND 26 JANUARY 2019

The Citadel Board of Visitors (BOV) held a meeting in the Scarborough Multimedia Room, Holliday Alumni Center, on 25 January 2019 to: conduct an executive session for an update on legal matters; and to receive reports from the Board committees, The Citadel Foundation (TCF), The Citadel Real Estate Foundation (TCREF), and The Citadel Brigadier Foundation (TCBF); and The Citadel Alumni Association (CAA).

The following Board members were present: Colonel Fred L. Price, Jr., Chair; Colonel Myron C. Harrington, Jr., Vice Chair; Colonel Allison Dean Love; Colonel Dylan W. Goff; Colonel Peter M. McCoy, Sr. (telephone); Colonel L. E. "Gene" Pinson; Colonel Greg A. Lapointe; Colonel Stanley L. Myers, Sr.; Colonel John C. Dominick; Colonel Jamie A. Khan; members emeritus Colonel William E. Jenkinson III and Colonel Douglas A. Snyder; Dr. A. Sean Alford, designated representative of Mrs. Spearman; and Colonel Leo A. Mercado, President, CAA. Mr. Robert Lyon, Board member-elect, was present.

Also in attendance were: General Glenn M. Walters, President; Brigadier General Mark A. Bebensee, Interim 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 Charles L. Cansler, Vice President for Finance and Business; Colonel John L. Dorrian, Vice President for Communications and Marketing; Mr. Mike Capaccio, Director of Intercollegiate Athletics; 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; Colonel Kevin Bower, Associate Provost for Academic Operations; Commander William Lind, Executive Assistant to the President; Mr. Mark C. Brandenburg, General Counsel; Colonel Cardon B. Crawford, Director of Government and Community Affairs; Mr. Glenn W. Easterby, Interim Associate Vice President for Facilities and Engineering; LTC Ward Logan, Deputy Chief Financial Officer; Mr. Scott Patterson, Accounting Manager; Major Michael S. Kenney, Budget Director; Mr. Jeff Kidd, Executive Director, TCREF; Mrs. Jane Clegg, Accountant for the President, Provost, and Board of Visitors; and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors.

Presenters during the meeting: Colonel David G. Allen, Associate Provost for Academic Affairs; Major Leah Schonfeld, Assistant Vice President, Human Resources; LTC Kevin Reid, Director of Auxiliary Enterprises; Mr. Geoffrey N. Von Dollen, Senior Associate Athletic Director for Business Operations; and Cherry Bekaert representatives, Ms. Roselle Bonnoitt, Director, Assurance Services and Mr. Alan Robinson, Partner, Assurance Services.

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 Price opened the meeting at 8:00 a.m. Colonel Pinson gave an invocation and Colonel Harrington led the group in reciting "The Pledge of Allegiance."

Chair Price introduced Dr. Alford and Mr. Lyon, and reviewed the schedule and agenda.

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Colonel Harrington 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 in person: Price, Harrington, Love, Goff, Pinson, Lapointe, Myers, Dominick and Khan.

Only the members of the BOV, the President, Vice Presidents, and General Counsel were present for the executive session.

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

The full meeting resumed at 9:10 a.m.

Colonel Goff, Chair of the Strategy, Vision and Governance (SVG) Committee, called on Colonel Cansler to begin the committee report with an update on unrestricted Trust expenditures. Colonel Cansler also detailed Trust revenue and expenses covering FY17, FY18 and year-to-date FY19, noting strategic spending decisions are having a positive impact.

LTC Logan reviewed *The Citadel Scholarship Book FY17/18 with Recommendations for FY 19/20*, stating the book outlines The Citadel Trust investment policy, provides financial aid award budgets, details each Trust scholarship fund requirement, displays financial details for each Trust scholarship fund, and provides the spend recommendation. A motion to approve the book will be considered at the end of the Saturday session.

Mr. Von Dollen outlined the FY19 athletics budget projection and the projections for FY20-23. He also provided data by athletic team on the academic success of our athletes as reflected by their GPA scores for fall 2018.

LTC Reid reviewed the Auxiliaries strategic forecast, including current projects, profit sharing, five-year forecast, profit sharing reserves balance, and fee based reserve balances (restricted). He noted the next step is to target improvement opportunities across Auxiliary Enterprises, with added focus on immediate revenue drivers such as Barnes & Noble, Chick-fil-A, Starbucks and event management.

After a brief break, Colonel Myers, Chair of the Education and Leadership Development (ELD) Committee, told the Board Dr. Sally Selden has been hired as the new Provost. She will begin at The Citadel on 1 June and BG Bebensee will retire.

The Provost listed the locations of the 60 students currently studying abroad, and provided details of the commissioning data.

Colonel Allen presented the timeline for the General Education (GenEd) revision, including those items that had been accomplished and those that are planned. The new freshman seminars, the first component of the new GenEd model, are being pilot tested this semester with approximately 100 students participating.

The rationale for the new computer engineering degree was discussed, noting this is separate from electrical engineering. A motion to approve the Bachelor of Science in Computer Engineering degree will be considered by the BOV on Saturday.

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Colonel Hornor told the Board the incoming freshmen goal is 700-727 for the Class of 2023. She noted the importance of applying for admission early and emphasized the impact of the national re-norming of SAT scores.

The Multi-Institutional Study of Leadership (MSL), conducted in 2018, measures input variables, experiences during college, and outcomes. Colonel Hornor reviewed the components of the social change model (SCM) leadership outcomes. Our academic leadership will take this information and strategize how the college can implement the results in the new GenEd programs.

Mr. Capaccio discussed the results of recruitment efforts, competitions and practice opportunities, and a student-athlete academic summary for fall of 2018, including degrees that the student-athletes are pursuing. His noted his goal is to “pay off off past debt and to move forward” and “our fans are loyal and regularly support” Citadel teams.

The Commandant reported on his first semester observations, noting the SY2018-2019 cadet leadership is good, there is a continued focus on all four classes, and discipline trends are stable. The “way ahead” items include continuing to improve the officer and non-commissioned officer academies; building the Leader Reaction Courses and other experiential training; phasing in the new camouflage uniform; restructuring the Regimental Staff leadership; review of the Fourth Class System structure project; and the scrambling sophomore year concept.

The meeting was recessed at 11:45 a.m. for lunch. Colonel McCoy disconnected his participation by telephone.

The meeting resumed at 12:20 p.m.

Colonel Lapointe, Vice Chair of the Operations and Risk Management (ORM) Committee, began the report by calling on LTC Logan.

LTC Logan said the 2018 financial audits were filed on time and met all audit deadlines set by the State of South Carolina. Hard copies of the Fiscal Status Report had been distributed to the BOV. The FY18 audit of The Citadel Trust was reviewed at the Trust December 2018 meeting, with a clean audit opinion and no internal control deficiencies.

The Cherry Bekaert representatives, Ms. Bonnoitt and Mr. Robinson, presented the BOV with the report of audit results including: auditor responsibility, service deliverables, required auditor communications (accounting policies and significant accounting estimates), and the addendum containing financial highlights. In summary, they stated the FY18 audit revealed a clean opinion, no adjustments, no material weaknesses, no single audit findings, and full cooperation with management. The audit includes The Citadel and The Citadel Trust; both entities received a clean bill of health.

LTC Logan reviewed Moody’s rating comparisons, stating The Citadel’s ratings are “above the benchmarks.”

Mr. Easterby reviewed the proposed ADA-compliant ramp to be added to Summerall Chapel, delineating the process, associated costs, and possible funding.

In response to a question regarding the possible rise of the area flood level within the next 50 years, Mr. Easterby said all new projects go through the City of Charleston, and both the new Bastin building and

the projected Capers building will be higher than others on campus. It was suggested the administration do a campus-wide study, with an emphasis on potential cost.

Colonel Philipkosky reviewed the history of the plaques on the Chapel wall and three possible courses of action. A motion approving one of the courses of action will be determined on Saturday.

The barracks projects and financial requirements included electronic gate locks, HVAC upgrades and mold mitigation, fire safety updates, and furniture replacement.

The FY19 budget to actuals with year-end projections continue to be better than expected due to increased cadet enrollment. Data for E&G, Athletics, Auxiliaries, and Barracks were presented, along with a projection summary.

Major Keeney gave an update on the zero base budget initiative, including a timeline overview, phase I and phase II data collection, and implementation. The process should take three to five years to finalize. The goal of the initiative is to make departments more efficient.

The current approval process for salary increases and vacancy postings was reviewed by Major Schonfeld. She then described the new process which will implement a methodology for strategic campus review. The impact of the change will create a data-driven process to align human capital needs and resources across campus. Communications to departments regarding the change will occur in February.

Captain Paluso presented the executive summary for CARE (Campus Advocacy, Response and Education); CADIC (Campus Alcohol and Drug Information Center); CCC (Citadel Counseling Center); and Infirmary activities. Most of the data was consistent with the previous three years. Although smokeless tobacco use continues to be higher than national norms, reported drug use is still well below national norms.

Mr. Brandenburg noted the college has changed insurance brokers. He reviewed the coverages bound on 18 January 2019 and the associated costs.

Colonel Philipkosky noted the Board would be asked during the Saturday session to approve a motion to formally accept the portrait of the 19th President of The Citadel, Lt Gen John W. Rosa, USAF (Retired). He also outlined the naming opportunity to honor a former Citadel staff member, also an alumnus, with a construction project upgrading a crosswalk and the median on Lee Avenue; the BOV will consider a motion to approve this on Saturday.

After a brief break, Colonel Love, Chair of the Communications and Community Relations (CCR) Committee, began the report by congratulating Colonel Dorrian and Colonel Crawford on the work they are doing.

Colonel Dorrian reviewed the Office of Communications and Management (OCM) Annual Report 2018, including primary topics of 2018 goals, publications, media relations, advertising, social media, brand management, and special events. A video of one of the segments of "Our Mighty Citadel" was shown.

Colonel Crawford outlined his efforts in the federal arena, with the focus on seeking federal appropriations for the education and development of superior cybersecurity military and civilian leaders with critical operational skills. He also cited his meetings with state legislators and listed The Citadel's funding requests.

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Colonel Love thanked the entire OCM team for the great job they are doing.

Dr. Dowd gave an overview of fundraising for 2018 for TCF, TCBF, and an update on TCREF. Both TCF and TCBF achieved or exceeded their 2018 goals.

Colonel Mercado reported on CAA membership, activities and events, and detailed a 2019 target list with a summary of goals.

The meeting was recessed at 2:25 p.m.

The Citadel Board of Visitors reconvened the meeting on Saturday, 26 January 2019, at 8:30 a.m. in the Board Room, Jenkins Hall, to: receive the President's report; consider minutes from previous meetings and motions for approval; conduct executive sessions to consider personnel and legal matters; consider any action items presented; and to discuss Board member development opportunities and other Board matters.

The following Board members were present: Colonel Fred L. Price, Jr., Chair; Colonel Myron C. Harrington, Jr., Vice Chair; Colonel Allison Dean Love; Colonel Dylan W. Goff; Colonel Peter M. McCoy, Sr.(telephone); Colonel L. E. "Gene" Pinson; Colonel Greg A. Lapointe; Colonel Stanley L. Myers, Sr.; Colonel John C. Dominick; Colonel Jamie A. Khan; member emeritus Colonel Douglas A. Snyder; Dr. A. Sean Alford, designated representative of Mrs. Spearman; and Colonel Leo A. Mercado, President, CAA. Mr. Robert Lyon, Board member-elect, was present.

Also in attendance were: General Glenn M. Walters, President, and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors.

Voting members absent: none. A quorum was present.

Chair Price called the meeting to order, reviewed the remaining items on the agenda and listed upcoming events. He invited Dr. Alford and Mr. Lyon to briefly address the Board.

General Walters gave his report. Highlights included:

- Preparing for the future with a plan for campus, determining what debt to accept and when
- Campus interviews were conducted with four good candidates for the Vice President for Facilities and Engineering position. A decision should be made next week.
- Reviewed the legislative funding requests and thanked BOV members for attending the State House Ways and Means presentation
- TCREF will present information at the April BOV meeting regarding college properties with various potential courses of action
- The zero based budgeting initiative is important as the higher education landscape is changing
- Discussed the return on investment value The Citadel provides to the State
- Potential funding from the NCAA to the conferences based on 2019 performance
- Identified the CGC commencement speaker; still working on the Corps commencement speaker

There was a general discussion of the use of various properties and TCREF management.

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The motions were considered.

Colonel Harrington moved:

MOTION

"That the Board of Visitors approves the scholarship budget cited in The Citadel Scholarship Book FY17/18 with Recommendations for FY19/20."

As the motion was forwarded from the SVG Committee, a second was not required. The motion was approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, Pinson, Lapointe, Myers, Dominick, and Khan.

Colonel Harrington moved:

MOTION

"That the Board of Visitors, pursuant to §III(3)(b) of the College Regulations, approves the following new degree: Bachelor of Science in Computer Engineering."

As the motion was forwarded from the ELD Committee, a second was not required. The motion was approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, Pinson, Lapointe, Myers, Dominick, and Khan.

Colonel Goff moved:

MOTION

"That The Citadel Board of Visitors approves course of action 2 (modify The Citadel War Memorial policy to include the chapel wall and continue to add names to both but use the same criteria as approved by the BOV for The Citadel War Memorial) as briefed to the Board on 25 January 2019."

The motion was seconded by Colonel Dominick.

A discussion ensued regarding the various courses of action that had been provided. After Colonel Goff called the question, a vote was taken. The motion was approved by the following voting members present in person: Price, Goff, Pinson, Lapointe, and Dominick. The motion was not approved by the following voting members present in person: Harrington, Love, Myers, and Khan. The motion passed.

Colonel Harrington moved:

MOTION

"That the Board of Visitors approves the acceptance of a portrait of the 19th President of The Citadel, Lt Gen John W. Rosa, USAF (Retired), and approves hanging of said portrait in the row of former college Presidents in the Executive Hallway, Bond Hall."

The motion was seconded and approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, Pinson, Lapointe, Myers, Dominick, and Khan.

Colonel Harrington moved:

MOTION

"That the Board of Visitors approves the Naming Opportunity honoring Lt Col Jay Beam, USAF (Retired), Class of '91, and associated Crosswalk and Median upgrades as presented to the Board on 25 January 2019."

The motion was seconded and approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, Pinson, Lapointe, Myers, Dominick, and Khan.

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Colonel Harrington moved:

MOTION

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

- *2 and 3 November 2018 meeting and*
- *3 December 2018 teleconference"*

The motion was seconded and approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, Pinson, Lapointe, Myers, Dominick, and Khan.

After a brief break, Colonel Love moved to go into executive session to discuss personnel matters. The motion was seconded and approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, Pinson, Lapointe, 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 in person: Price, Harrington, Love, Goff, Pinson, Lapointe, Myers, Dominick, and Khan.

Colonel Harrington moved:

MOTION

"That the Board of Visitors approves the awarding of Honorary Degrees to candidate F and the Corps Commencement speaker, and the cadet Palmetto Medals to candidates A and B, as discussed in executive session at the Saturday, 26 January 2019 meeting."

The motion was seconded and approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, Pinson, Lapointe, Myers, Dominick, and Khan.

A document regarding Board governance and member development opportunities was presented by Colonel Snyder and Colonel Harrington. The document delineated previous efforts to improve activities of the collective body and to enhance the development of individual members. The Board discussed earlier member professional development activities, and acknowledged the importance of participating in opportunities sponsored by higher education associations. It was suggested the person elected by the State Legislature to the vacant BOV seat on 6 February 2019 and the member-elect, Mr. Robert Lyon, be funded to go to the April 2019 Association of Governing Boards (AGB) Conference in Orlando in April 2019. All members were in agreement with this suggestion.

A potential change to the *College Regulations* was discussed; no action was taken.

A new BOV member orientation will be held on 21 February. All members are invited to attend.

Colonel Glenn D. Addison, former BOV member, will be buried in Arlington on 21 June at 1 p.m.

There being no further business, the meeting adjourned at 11:04 a.m.

Respectfully submitted,

Patricia M. Kinard
Recording Secretary to the Board of Visitors