THE CITADEL BOARD OF VISITORS
MEETING MINUTES
TITLE IX TRAINING AND COMMITTEE REPORTS
27 AND 28 APRIL 2012

The Citadel Board of Visitors held a meeting in the Scarborough Media Room, Holliday Alumni Center, at 0815 hours on 27 April 2012, to receive a brief on Title IX Training from campus Title IX Coordinators and to receive committee reports.

The following members were present: Colonel Douglas A. Snyder, Chair; Colonel Glenn D. Addison, Vice Chair; Colonel Allison Dean Love; Colonel W. Thomas McQueeneey; Colonel Fred L. Price, Jr.; Lieutenant Colonel Ben W. Legare, Jr.; Colonel James M. McQuilla; Lieutenant General W. Michael Steele; Colonel Dylan W. Goff; Lieutenant General John B. Sams, Jr.; Colonel Tecumseh Hooper; Colonel Leonard C. Fulghum, Jr., Chairman Emeritus; Colonel William E. Jenkinson III, Member Emeritus; and Commander W. Keith Midgett, President, The Citadel Alumni Association. Also in attendance were President John W. Rosa; senior members of The Citadel staff; Mr. Michael F. Rogers, Executive Director, The Citadel Alumni Association; Major George L. Rudolph, Assistant Professor, Chairman of the Faculty Council; Mr. Peter M. McCoy, Sr., recently-elected BOV member who will begin his term of office as of 1 July 2012; Ms. Susan Barnhart, Medical University of South Carolina (MUSC) Auditor; and Mr. Gary Malloy, College Internal Auditor.

Voting members absent: none.

A quorum was present.

The meeting followed the agenda at enclosure 1.

Mr. Mark Brandenburg, General Counsel, stated that the meeting was in compliance with the Freedom of Information Act in that notice had been posted in accordance with called meeting procedures. Local media sources were immediately notified.

Chair Snyder opened the meeting and called on Mr. Brandenburg.

Mr. Brandenburg introduced the training session on Title IX issues by explaining to the Board of Visitors (BOV) the history of Title IX and how the College has adopted policy guidance to adapt to the changing Department of Education, Office of Civil Rights (OCR) guidance. He stated that OCR issued guidance in 2001 and then again in April 2011. The current guidance known as the “Dear Colleague Letter” (DCL), is focused on sexual violence on college campuses. He then provided some examples of case law that support the Title IX issues that would be discussed in the session.

The training was presented by Ms. Emma Bennett-Williams and Ms. Janet Shealy who are serving as the College’s Title IX Coordinators. It was explained that Ms. Williams is The Citadel’s Title IX Coordinator and she is the focal point for complaints involving staff, faculty, and The Citadel Graduate College (CGC) students.
Board of Visitors Meeting Minutes  
27 and 28 April 2012  
Page two

Ms. Shealy is the Assistant Title IX Coordinator and has the primary responsibility for Title IX issues pertaining to cadets. It was also noted that they collaborate in Title IX issues that involve both cadets and CGC students, faculty, or staff.

The remainder of the training session involved definitions and examples of the main issues involving Title IX. In addition, there was a description and discussion of the Title IX complaint process, the basis for appeals, and a discussion of current Title IX case law.

A motion to go into executive session for a briefing on pending legal matters was made, seconded and passed.

A motion to come out of executive session was made, seconded and passed.

Audit Committee Report: Chair Snyder introduced the discussion of the Enterprise Risk Management process. He then turned the discussion over to General Sams to provide a corporate experience perspective. This discussion centered on a view of an “x and y axis” discussion with the likelihood of risk action on one axis and the impact of the risk on the other. He noted that by using this approach, the College could evaluate how to prioritize the areas of risk from low to catastrophe.

The Board then viewed an excerpt from a Risk Enterprise Management webinar from the Deloitte Group.

Ms. Barnhart stated her experience with the subject matter at MUSC.

Colonel Goff concluded the discussion with a presentation that summed up the subject matter with the equation of “B< Probability / Gravity.”

Based on a motion from General Sams, seconded by Colonel Love, the BOV adjourned at 1155 for the morning session to attend the Daniel Scholarship Luncheon.

Following lunch, the meeting reconvened with Chair Snyder calling the session into order at 1310. Mr. Brandenburg confirmed that the meeting was still in compliance with FOIA.

General Hines completed the Audit Committee Report by reporting that the Institutional Program Assessment Committee (IPAC) has been formed and six panels have been meeting over the past couple of weeks. The committee is scheduled to report to the President on 15 May so that the President may then report to the BOV at its June meeting. Because Institutional Assessment has produced a tremendous amount of data for the IPAC to review; there may be some delays in the ability of some panels to complete their valuations.
Colonel Goff reported that the MUSC auditing contract for internal auditing services was presented by General Elzey to the Audit Committee for information at the last committee meeting. The College administration has decided to renew the contract with MUSC but amended it to increase the number of hours per week from 16 to 24 hours to account for the need for expanded services; however, the contract continues to provide a lower cost option than a filling a full time position at the College.

Chair Snyder asked for a motion to go into executive session to hear a cadet appeal. A motion was made by Colonel Legare, seconded by Colonel Goff, and unanimously passed.

Colonel Goff motioned to come out of executive session, seconded by Colonel Price, and unanimously passed.

Colonel Goff made the following motion:

MOTION

"That the Board of Visitors remands back to the administration for appropriate action the appeal of a cadet."

The motion was seconded by Colonel Hooper and following discussion, the motion failed by a six-to-four vote.

As a result of the discussion, the Board was in full agreement that the definition of sexual assault as currently depicted in the College Regulations needed to be researched and reworked by the administration and the regulations clarified to be in accordance with current laws and accepted legal definitions.

Chair Legare reported that the Customs and Regulations Committee had met. He then called on Colonel Mercado to update the Board. Colonel Mercado reviewed the disciplinary indicators highlighting that many were showing positive improvement trends. The following were highlights of his informational presentation: the hiring of a substance abuse counselor is a needed enhancement to his staff; alcohol incidents continue as a significant issue in the Corps; and overall retention for the Corps of Cadets was 85%. He pointed out Alpha Company as being noteworthy as they had 100% retention for the year.

Colonel Mercado went on to say the rank selection process went very smoothly this year, and all cadets were validated academically before final selections were made for the key leadership positions.
Colonel McQueeny reported that the Athletics Committee had met and turned the meeting over to Mr. Leckonby to deliver the report. Coach Leckonby reported on the status of the winter sports season results. He then briefed the projected FY12 budget results. Although athletics revenues were down by almost $100,000 for the year due to a dip in basketball revenues, The Citadel Brigadier Foundation fundraising and booster club fundraising, he was still projecting that the Athletics Department would come in under budget due to the excellent fiscal management skills of Mr. Geoff Von Dollen, Senior Associate Athletics Director, who cut expenses in anticipation in a decline in revenues.

Coach Leckonby then briefed on the projected FY 13 budget. He forecasted a dip in athletic revenues equivalent to an additional estimated $100,000 loss due to a drop of home football games from six to five; however, he projected the loss in ticket revenues would be offset by the North Carolina State football revenues and three basketball “money games” which represented 10% of the total number of regular season games for the sport. That percentage is the same percentage as football. He also discussed the rationale in locking VMI to a six-year contract that equated to the offset of a six game home schedule compared to a five game home schedule. He further stated that the addition of the team of Mr. Gary Hassen and Mr. Mike Capaccio to the TCF fundraising team will have a major positive impact on the total TCF fundraising effort, including athletics.

General Rosa congratulated both The Citadel Brigadier Foundation (TCBF) and the Athletics Department for their efforts in a very successfully organized and conducted Annual Brigadier Auction. The President also stated that plans were well underway for our women’s volleyball team to play in a Service Academies volleyball match to be held in the courtyard of the Pentagon in Washington, DC this fall.

A motion to adjourn was made by Colonel Addison, seconded by Colonel Love, and unanimously passed.

The meeting adjourned at 1540 to be reconvened to continue committee reports on Saturday, 28 April 2012, at 0830.

The Board of Visitors was reconvened by Chair Snyder at 0830 on 28 April 2012.

The following members were present: Colonel Douglas A. Snyder, Chair; Colonel Glenn D. Addison, Vice Chair; Colonel Allison Dean Love; Colonel W. Thomas McQueeny; Colonel Fred L. Price, Jr.; Lieutenant Colonel Ben W. Legare, Jr.; Colonel James M. McQuilla; Colonel Dylan W. Goff; Lieutenant General John B. Sams, Jr.; Colonel Tecumseh Hooper; the Honorable Mick Zais, State Superintendent of Education; Colonel Leonard C. Fulghum, Jr., Chairman Emeritus; Colonel William E. Jenkinson III, Member Emeritus; Commander W. Keith Midgette, CAA President; and Mr. Matthew G. Watson, Vice President of TCBF. Also in attendance were President John W. Rosa; senior members of The Citadel staff; and Mr. Peter M. McCoy, Sr.
Board of Visitors Meeting Minutes
27 and 28 April 2012
Page five

All voting members were present except for Lieutenant General W. Michael Steele who participated by teleconference phone. A quorum was present.

Mr. Brandenburg confirmed that the meeting met Freedom of Information Act criteria.

Chair Snyder thanked the President and Mrs. Rosa for their hospitality at Quarters One on Friday evening. He then turned the meeting over to Colonel Love to complete the Education Committee report.

Colonel Love reported that the Education Committee had met and turned the floor over to the Provost to deliver the committee report. General Hines presented a comprehensive review of the initiatives the administration is taking to enhance College retention. The administration’s goals are to increase overall retention to 80-90% and improve the graduation rate to 70%. Goal achievement will be accomplished by enhanced academic advising through the Academic Support Center.

Dr. Zais stated that the best practice in higher education today is that a departmental advisor should be appointed as soon as possible after a student declares a major. He also noted that we should adopt the practice of tracking attrition by major to determine if any trends are evident.

General Hines agreed and closed by stating that based on experience and studies, the best predictor of graduation rates is the selectivity standard that a college uses in accepting students. The higher the accepted SAT/ACT score and high school GPA, the higher the probability for graduation from college.

Colonel Price, Chair of the Building and Grounds Committee, presented a detailed summary of the current status of staff/faculty quarters and highlighted the critical need to modernize and renovate the quarters. He turned the briefing over to Colonel Yeatts who then provided the committee with a phased option plan, in accordance with the Campus Master Plan, to construct new faculty/staff housing units using the public/private model of the college working with private developers to build and manage the properties. He proposed a 20 unit initial venture of both townhouses and apartments with an estimated cost to completion of just over $5 million. Based on 100% occupancy, his financial analysis showed that by year four the properties would be generating positive income. The rental rate would not increase significantly over current rates. Of concern is that in some of these types of partnerships, the private developer wants the option of placing residents of their choice in the units when occupancy is not at 100%. He discussed the motion that will be presented at the afternoon Board meeting. Colonel Price continued with a discussion regarding the need for the Board to have knowledge of all property holdings of the College and its Foundations and the need for a briefing of the philosophy of real estate acquisition by the College and College entities, including The Citadel Foundation.
Colonel Price announced that the City of Charleston offered to sell the College the railroad spur for a price that was out of line with the deemed appraised value of the property. The College rejected the opportunity to buy the property.

Colonel Price asked about the status of the transfer of funds received from the City of Charleston to The Citadel Trust. General Elzey stated that the administration needed more time to research the legal issues that are involved due to the difference in opinion between The Citadel’s attorneys and its external auditor in comparison with the opinion of a privately retained attorney. Chair Snyder stated that the Board has directed the transfer of funds on two separate occasions.

General Rosa stated that he had directed that the transfer not take place until the legal issues were resolved. Colonel Addison added that it was his understanding that the money used to purchase the original property came from the Aiken fund which is a trust account and that no State funds were involved. Chair Snyder directed that the administration set a time table and a date to resolve this issue Colonel Price also addressed the issue of the proposed parking garage at the site of the old city gym property. He expressed a concern over the possible competing demands for parking that may arise between the construction of the garage and the use of the land by TCBF for parking during football season. Colonel Yeatts stated that in a best case scenario, it would be at least a year before construction would commence on a garage at that site, therefore it would not affect parking for this football season. Colonel Price thanked Colonel Yeatts for all the hard work that he and his staff have done over the past year in working the many facilities projects that have been executed.

General Thomas J. Elzey, Executive Vice President for Finance, Administration and Operations, was called on by Colonel Hooper, Chair of the Finance Committee, to provide a comprehensive briefing of the presentation to Moody’s Investors Service he and Ms. Sue Reynolds, Director of Financial Services, recently gave in New York City. The meeting was described as beneficial and informative. As a result of the meeting, The Citadel retained its excellent Aa3 financial rating. Moody’s officials acknowledged that the College was being well managed in a sound financial manner; however, the uncertainty of the outcome of ongoing legal issues precluded an upgrade in financial status by Moody’s at this time. Overall, the College remains in the upper quartile of rated South Carolina colleges in its bond rating. General Elzey provided Board members with a copy of the briefing that was presented to Moody’s as well as a copy of the Moody’s release statement as a result of the presentation.

General Elzey then discussed the administration’s proposed changes to the college’s Life Science Act Policy. A motion to amend the act will be presented at the afternoon Board meeting.

The carry-over from the FY 11-12 TCF grant was discussed as was the FY 12-13 TCF grant request. Again, action on these two items will be in the afternoon agenda.
Board of Visitors Meeting Minutes
27 and 28 April 2012
Page seven

The Finance Committee report continued with a status report of the FY 12 budget which reflected astute financial management by the administration and projected a surplus for the current year. It was noted that these funds are necessary to meet the College’s requirement to remain competitive and to provide the necessary funds to meet future anticipated financial requirements.

General Elzey next provided a discussion on the administration’s assumptions for the FY 13 budget formulation. It was noted by Colonel Hooper that the Finance Committee was in accord with the administration’s assumptions and requested the administration develop additional budget scenarios to be reviewed before the annual meeting in June.

The Finance Committee’s report ended with a recommendation to approve Mr. Daniel McQueeny as a member of The Citadel Trust Board of Directors. This motion will also be taken up as an action item before the Board at the afternoon session. Colonel Addison, Chair of the External Affairs Committee, provided some comments on the forthcoming reduction of the number of Citadel alumni in the State Legislature as several are not seeking reelection and few alumni are intending to run for office. He acknowledged that the support of Citadel legislators had been helpful and reminded members to support those who remain independently. Colonel Perez provided a brief overview of issues in the External Affairs area. He discussed the ongoing sustained efforts made in marketing. He stated that based on research efforts we have concluded the “It's Up to You” campaign resonates well with all audiences; the College’s branding is strong; and, it is now time to look at refreshing our logo. He also reported on the status of a new initiative focused on producing a 12-16 page annual “President’s Report” with a target publication date of mid-July.

Colonel Crawford was then called upon to provide a legislative update which included an update on the upcoming budget, tuition caps, and the status of Citadel alumni that will be remaining in the Legislature. Colonel Addison thanked Colonel Crawford for his great work as our Legislative Liaison.

Commander Midgette was called on and reported that The Citadel Alumni Association (CAA) was exploring creative ways to help cadets finance their ring as the cost of the ring was now over $1000. He stated that the CAA Board had met the previous week but did not have a quorum present, therefore no action items that were executed. He noted that the CAA has recently commissioned Mr. Bob Graham, a local artist to do a portrait of “Big Red” that will be reproduced and made available for sale with profits coming back to the CAA. He also stated that Al Kennickell, Class of ’77, was spearheading a fundraising effort to cover the maintenance costs for “Big Red.” He also noted that there appears to be a lamination problem with the ring on the parade ground and Balfour has committed to making the necessary repairs. He reported that 50% of the current senior class had signed up for a lifetime membership in the CAA. Colonel Goff made a reference to the on-going fundraising efforts for establishing the LTC Harvey Dick “Ring Man” fund. Commander Midgette reported an anonymous donor
purchased five rings for cadets who could not afford to purchase one over the course of the last year. There was a concern raised over how we identify a cadet who is in financial need.

Dr. Zais stated that the accurate source for determining need requests should be the College’s Financial Aid Officer who can verify whether or not the student qualifies for a Pell Grant.

Commander Midgette reported membership was down resulting in a shortfall of about $100,000 for the year. He stated that athletic coaches have an aggressive schedule of visiting alumni clubs to help generate interest - between the coaches they were making 12 to 15 club visits a week. He also noted the positive impact Mr. Carpaccio is making in the world of Citadel athletic fundraising. Finally, he stated the number one priority for The Citadel Brigadier Foundation is to significantly increase the size of the Endowed Memorial Fund. Mr. Hassen, Vice President of The Citadel Foundation, reported they were ahead of goal for the first quarter, having raised $2.5 million against a goal of $2 million. He stated there are a number of key solicitations and “asks” scheduled in the second and third quarters of the year. Colonel Hooper stated he felt that Mr. Hassen’s most recent visit to Greenville was very successful.

General Steele, Chair of the Strategic Planning Committee, called on the Provost, General Hines, who updated the Board on the current status of the strategic planning process, proposals priorities for 2012-2018, funding requirements to support the proposals, and the action items for Board approval at the afternoon meeting.

General Hines emphasized the integration of the Board guidance into Blueprint II and reviewed the desired end state of ensuring The Citadel becomes a nationally recognized college for the education and development of principled leaders. During discussion, General Hines highlighted the Integrated Conceptual Model that showed how the strategic initiatives, supporting outcomes, and the overall desired end states are linked to achieve an overall integrated strategy for implementing the strategic plan. A recommendation was made that The Citadel values of Duty, Honor and Respect be integrated into the strategic initiatives.

In closing his report, General Steele discussed his committee’s recommendations on how to best organize the administration and Board to effectively manage and execute Blueprint II. Following discussion, it was agreed that a joint Board/administration committee would be formed and develop recommendations to be presented at the September 2012 meeting. Chair Snyder asked that Colonel Addison as the Vice Chair of the Board and BG Elzey as the Executive Vice President co-chair this effort. He noted Colonel Addison’s term as Vice Chair would end on 30 June and that his replacement would take on these responsibilities.
Colonel Addison reported on a project that has been forwarded to the Special Recognition Committee by the College’s Naming Rights Committee through the administration. The proposed Class of 1967 War Memorial project was presented by Colonel Yeatts. The focus of the briefing was the site selection between Summerall Chapel and Mark Clark Hall. A slide was presented showing the artist’s rendition of the memorial. Colonel Legare said he was concerned that the War Memorial may block viewing of Mark Clark’s gravesite. Colonel Yeatts said he felt the gravesite was fully incorporated into the War Memorial site. Colonel Goff questioned whether or not names of those who had died in service to our country would continue to be placed in the Chapel. The issue was discussed, and it was decided the administration needed to develop a long term policy to address the subject of determining the criteria to be applied to the placement of names on the Memorial, in the Chapel, and other sites on campus. The War Memorial project is viewed as a five-year fundraising project with a projected construction completion date of 2017 to tie in with the 175th anniversary of The Citadel. Although the project was developed by the Class of 1967, it would be opened up to other classes and sponsors to provide an opportunity to be founding sponsors. It is envisioned that this project could serve as a model for other similar fundraising projects around the campus. The War Memorial project was presented as an information item to provide Board members a sufficient period of time for ample review before being voted on as an action item at the June 2012 Board meeting.

There being no further business, the meeting adjourned at 1200 hours.

Respectfully submitted,

Myron C. Harrington, Jr.
Colonel, USMC (Retired)
Secretary to the Board of Visitors