

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
26 JULY 2002

The Citadel Board of Visitors met on campus at 0930 hours on 26 July 2002 in the Board Room, Jenkins Hall.

The following members of the Board of Visitors were present: Colonel William E. Jenkinson, III, Chairman; Colonel Douglas A. Snyder, Vice Chairman; Colonel Julian G. Frasier, III; Colonel Harvey M. Dick; Colonel Dennis J. Rhoad; Colonel Dudley Saleeby, Jr.; Colonel W. Henry Johnson; Colonel Allison D. Wright; and Colonel Glenn D. Addison. Also in attendance were Major General John G. Grinalds, President, The Citadel, along with senior members of his staff.

The following members of the Board of Visitors were absent: Colonel Robert B. Scarborough; Colonel F. Xavier Starkes; Major General Stanhope S. Spears, Adjutant General of S.C.; Mrs. Inez M. Tenenbaum, State Superintendent of Education; and Colonel James E. Jones, Jr., Member Emeritus. Mr. Ernest B. Long, President, The Citadel Alumni Association; Mr. Eugene A. Brooker, President, The Citadel Brigadier Foundation; and Mr. John M. Sterling, Jr., President, The Citadel Foundation, did not attend.

The meeting followed the agenda at ENCLOSURE 1. Colonel Jenkinson, alluding to the primary agenda topic, Ethics Initiative, stated a true need for divine guidance and called on Chaplain Golden for the invocation. Colonel Douglas A. Snyder, Vice Chairman, stated that the meeting was in complete compliance with the Freedom of Information Act. Colonel Jenkinson welcomed Colonel Glenn D. Addison to his first official meeting as the newest member of the Board of Visitors, having been elected by joint vote of the South Carolina General Assembly for a six-year term.

Colonel William E. Jenkinson, III, chairing his first meeting since being elected to serve a four-year term as Chairman, The Citadel Board of Visitors, announced that:

- He wanted to be sure that all members had received their new committee assignments.
- He has appointed Colonel Douglas A. Snyder, Vice Chairman of the Board, as “Master of Entertainment” to spearhead several new initiatives having to do with meals provided for Board members while they are at The Citadel for weekend meetings and entertainment of honorary degree recipients at May Commencement. All of these initiatives have the purposes of (1) control and reduction of the Board of Visitors budget, (2) reduction in the total effort to accommodate the Board of Visitors during these weekend meetings, and (3) the Board’s assuming responsibility for the entertainment of honorary degree recipients who arrive on campus at the May Commencement to receive their degrees.
- He encouraged The Citadel staff to utilize various venues for Board of Visitors committee meetings, so as to expose the Board to more of The Citadel campus.
- He stated that The Citadel staff will be making every attempt to send out materials for each Board meeting at least one week in advance of a meeting, and that members of the Board are

expected to bring these materials to the committee meetings and the Board meetings. Additional copies will not be available at the committee and Board meetings, thereby reducing administrative time and cost.

- The use of e-mail will be utilized to maximize the speed and efficiency of this technology.
- The Chairman will ensure that the Board is kept informed and will “fill in the gaps” between meetings of the Board by meeting with The Citadel staff on key issues. On such occasions, the meetings will not be “decision making” and he will, if possible, be accompanied by the interested committee chair.
- He encouraged all Board members to think of ways for improvement and invited them to bring such to his attention.
- He explained his appraisal of a need for a Board self-study workshop and suggested that later in the fall would be the appropriate time. A needs assessment analysis will be derived from an extensive questionnaire sent to all Board members and a facilitator will be brought in to assist with the self-study workshop.
- He recommended that all Board members read the periodic issues of the Association of Governing Boards of Universities and Colleges magazines.

Colonel Jenkinson noted that the President’s Ethics Initiative briefing is for information and discussion and will result in no votes at this time. He declared that this initiative by the President may prove to be a “defining moment” for the college.

Colonel Joseph W. Trez briefed the Board on the President’s Ethics Initiative. He followed the outline displayed on briefing slides, copies of which are at ENCLOSURE 2 (SOUTH CAROLINA CORPS OF CADETS – SYSTEMS REVIEW – INTERIM UPDATE). His briefing also followed the outline and contents of ENCLOSURE 3 (SOUTH CAROLINA CORPS OF CADETS SYSTEMS REVIEW – STEERING COMMITTEE – INTERIM REPORT), which was provided to Board members prior to the meeting. General Grinalds introduced the briefing as being the result of the efforts of a lot of people over several weeks. The briefing generated many questions and evoked spirited discussion. At the conclusion, Colonel Jenkinson praised the efforts and proclaimed “Full speed ahead.”

Colonel Dudley Saleeby, Jr., Chairman, Strategic Planning Committee, presented for adoption a document, THE CITADEL – THE MILITARY COLLEGE OF SOUTH CAROLINA STRATEGIC INITIATIVE 2002-2012 (ENCLOSURE 4), containing two panned corrections under PLANNING PRIORITIES, i.e., “Continue to develop” vs “develop” and “its mission” vs “these goals.” Colonel Saleeby highlighted the collective effort over two years in the development of the document, its importance to the SACS accreditation process, and to setting a tone for the capital campaign.

Colonel Saleeby made the following motion:

- The Citadel Board of Visitors hereby adopts and endorses the Strategic Initiative 2002-2012 in order to chart the course of this college over the next ten (10) years and to establish the guiding principles that we will follow in order to achieve our goals.
- This Strategic Initiative is intended to provide a sense of direction and purpose; to affirm core values; to unify The Citadel family; to establish priorities; to be a foundation for action; and to guide thought, planning and investment.

- In order to accomplish these objectives, the Board directs that this initiative be disseminated and communicated on a regular basis to all segments of The Citadel family, to include faculty, staff, students, alumni, and friends in as many different forms of media as are available.
- Realizing that the energy, efforts, hopes, and aspirations embodied in this document can only be meaningful in the life of the college if it is actually utilized, the Board directs its Strategic Planning Committee to work with the administration to develop criteria to assist in assessing and evaluating progress in accomplishing The Citadel's mission and in addressing planning priorities.
- The Board directs the President of The Citadel and/or his senior staff to report periodically on the progress being made in the implementation of this Strategic Initiative and also commits itself as a body to regularly evaluating its decisions and operations as they relate to the vision, core values, mission and priorities contained in this document.

The motion was approved unanimously.

Colonel Jenkinson commended Colonel Saleeby and his committee on the committee's work and specifically on this latest "Strategic Initiative."

Colonel W. Henry Johnson, Chairman, External Affairs Committee, presented a resolution regarding stadium financing and construction entitled Johnson Hagood Stadium Replacement Initiative (ENCLOSURE 5). The motion was approved unanimously.

Colonel Jenkinson, during open discussion, covered the following points:

- He encouraged all Board members to put 6 September, 2002 on their calendars and plan to be present when The Citadel will present honorary degrees at the Awards Parade to Advisory Council members Rear Admiral Roberta L. Hazard and Ambassador Rozanne L. Ridgeway.
- He presented 22 and 23 November 2002 as tentative dates for the Board self study workshop and suggested that Board members may wish to arrive in time for the football game with Charleston Southern at 7 PM on 21 November. The workshop would begin on the morning of 22 November and conclude about noon on 23 November.

With several expressions of a superb meeting, the meeting adjourned at 1345 hours.

Joseph P. Goodson
Colonel, USMC Retired
Secretary