

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
14 SEPTEMBER 2002

The Citadel Board of Visitors met on campus at 0830 hours on 14 September 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 Robert B. Scarborough; Colonel F. Xavier Starkes; Colonel Dudley Saleeby, Jr.; Colonel W. Henry Johnson; Colonel Allison D. Wright; Colonel Glenn D. Addison; and Colonel James E. Jones, Jr., Member Emeritus. In attendance were Major General John S. Grinalds, President, The Citadel, along with senior members of his staff. Also in attendance were 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.

Major General Stanhope S. Spears, Adjutant General of S.C., and Mrs. Inez M. Tenenbaum, State Superintendent of Education were absent.

The meeting followed the agenda at ENCLOSURE 1. Colonel Jenkinson welcomed all in attendance and called on Chaplain David Golden to give the invocation. Colonel Snyder reported that the meeting was in compliance with the Freedom of Information Act. The minutes of the 14-15 June 2002 and the 26 July 2002 meetings of the Board of Visitors were approved.

The Chairman's remarks included:

- The Chairman expressed, on behalf of the Board members, his appreciation to Colonel Rhoad for selection of and reservations at The Crabhouse Seafood Restaurant for the Board's dinner on the evening of 13 September. He also expressed his appreciation to Mrs. Ann Ronayne and staff in the Protocol Office for all the arrangements that made the evening a memorable event.
- He thanked Mrs. Jennifer Shiel in the President's Office for her excellent coordination efforts, which resulted in the new Board of Visitors notebooks. He reminded Board members to retain these notebooks, for Jennifer will send materials for future meetings that can be easily inserted into the notebooks.
- He commended Colonel Dudley Saleeby, Jr., for his excellent presentation to the Corps of Cadets on the evening of 12 September when Colonel Saleeby explained the Board of Visitors strategic plan and vision for the future of The Citadel. He stated that Colonel Saleeby could not be at dinner on 13 September because he was receiving The Citadel Foundation's "Director's Award," the highest annual award given by The Citadel Foundation. Colonel Harvey M. Dick received a Foundation award the same evening for being one of several class chairmen who exceeded fund-raising goals for the year.
- He confirmed 22 and 23 November 2002 for The Citadel Board of Visitors Self Study Workshop. He highlighted the following regarding the Self Study Workshop:

1. The self study will utilize a facilitator from the Association of Governing Boards of Universities and Colleges (AGB). The facilitator selected is Richard (Tom) Ingram, President of AGB.
2. Jennifer Shiel passed out to each member of the Board questionnaires, which are to be returned by 27 September. Responses will be anonymous and summarized results will be confidential to the members of the Board and to the President.
3. The workshop will begin Friday morning, 22 November, in the Media Center, John Monroe Holliday Center, and end by mid-day on Saturday, 23 November 2002.

Major General Grinalds gave the President's report.

- He gave an "amen" to the Vice Presidents' reports to Board committees on 13 September.
- He related two recent events that reflected most favorably on members of The Citadel Corps of Cadets. One concerned a situation where there was a blackout after loss of electricity at a Fine Arts event on campus attended by many elderly persons. Cadets, without any instructions, intuitively offered assistance, ensuring that each of these individuals was safely escorted to exit the building. The second concerned a cadet recruit whose mother wrote General Grinalds to relate her most favorable impressions of the Cadet Third Battalion Religious Officer, who counseled and prayed with her son as he struggled with a decision to leave The Citadel.
- It has been rewarding and encouraging for the President to watch as the cadet leadership, which he evaluates the best in six years, begins the school year with a positive, forward-looking attitude.
- He commended the Provost, Brigadier General Carter, and the college's Enrollment Management Committee for the superior results achieved with management of the total numbers of returning and new cadets. He commented that this is no easy task.
- He is 100% in favor of the academic reorganization which the Education, Curriculum and Faculty Liaison Committee unanimously voted to recommend to the Board.
- He forecasts continuing budget challenges until the economy improves. Likewise, capital improvements must await future State bond bills.
- Colonel Tomasik manages the various building programs well. The driving of pilings for PT Barracks will be completed this week and the Women's Athletic Facility is finished.
- He highlighted the \$19.7M in gifts toward the capital campaign. Unrestricted gifts remain the major need.
- The recently begun focus on ethics has been accepted by the cadet leadership as its challenge, and the momentum to remain focused on the ethics initiative is being maintained as various speakers address the cadets-- e.g., President, Commandant, other college officials. Colonel Dudley Saleeby, Jr., made an "absolutely superb" address to the Corps on 12 September 2002. Future Greater Issues speakers include Lieutenant General Frank Libutti, USMC(Ret); Dr. Harvey Schiller; and the CEO of Dupont. The tasking document which brings all the efforts of the ethics initiative together and establishes goals is the SOUTH CAROLINA CORPS OF CADETS SYSTEMS REVIEW, provided as a part of the President's briefing to the Board of Visitors on 26 July 2002.
- Due to a lot of indicators, the President concludes that The Citadel is heading into a "watershed year." These indicators include a forward-looking cadet leadership; the "superb leadership" of Vice Presidents; Commandant; Athletic Director; and executive directors and boards of the two foundations and alumni association. He is impressed with the spirit of

unity of The Citadel Board of Visitors, which he considers “critically important” to the future vitality and success of The Citadel.

- Confirming his firm belief in the value of prayer, he believes that The Citadel has benefited from prayers during his first five years as President. He feels that we must maintain the spiritual foundation of The Citadel, the basis for which is written into the laws of the land.
- He commended Colonel Douglas A. Snyder, Vice Chairman, and Colonel James E. Jones, Jr., Member Emeritus, for their recent presentations in Greenville, which gave tribute to the legacy and character of Colonel Thomas C (Nap)Vandiver.
- He is very happy to be “on this journey.”

The Chairman thanked the President for his report.

On motion, the Board went into executive session to hear a report on a cadet disciplinary matter. Upon returning to open session, Colonel Jenkinson thanked all Board members for their participation in well run-committee meetings on 14 September and called on committee chairpersons for committee reports.

Colonel Douglas A. Snyder, Chairman, Finance Committee, reported for his committee.

- He called on Colonel James E. Jones, Jr., to read into the record a resolution of The Citadel Trust, Inc., which posthumously commended Colonel Thomas C.(Nap)Vandiver for his dedicated service and exceptional insight into financial investment management decisions that contributed materially to the success of The Citadel Trust. Colonel Jones thanked the Chair for the opportunity. The resolution is at ENCLOSURE 2.
- He explained that the college’s current \$3M note must be refinanced by February 2004, but due to currently low interest rates, it is desirable to refinance in February 2003. Accordingly, Colonel Snyder made two motions:
 1. He moved that the Board of Visitors approve the Resolution “providing for the issuance and sale of Athletic Facilities Revenue Bonds of The Citadel, the Military College of South Carolina, and other matters relating thereto.” See ENCLOSURE 3. The Board approved the motion unanimously.
 2. He moved that the Board of Visitors approve the Series Resolution providing up to \$3.5M “providing for the issuance and sale of a Series of Athletic Facilities Refunding Bonds of The Citadel, the Military College of South Carolina, to be designated Series 2003 in the principal amount of not exceeding three million five hundred thousand (\$3,500,000) and other matters relating thereto.” See ENCLOSURE 4. The Board approved the motion unanimously.
- He further explained, in connection with the two above resolutions, that the current Athletic Facility Fee is budgeted to generate \$234,000, while the debt service on the \$3M note is anticipated to be in the range of \$250,000. Accordingly, it may be necessary to increase the Athletic Facilities Fee when fees are established for FY04.
- Colonel Snyder made the motion that the Board approve the Minority Business Enterprise Plan for a goal of \$130,849. See ENCLOSURE 5. The motion was approved unanimously.
- He made the motion that the Board approve an increase in the per credit hour fee for in-state and out-of-state graduate students of up to \$50 per credit hour, the actual increase and timing thereof to be determined by the administration. He explained that a portion of the increase would go directly under the control of the Provost to support initiatives related to specific

program improvements, while the remainder would go the college's general fund to support overall improvements to the institutional programs of the college. The motion was passed unanimously.

- He alerted the Board of the likelihood of a 5-10% State Appropriation cut for this fiscal year.
- He reported that the Trustees reviewed 7 Daniel Fund applications and recommended awards of \$18,500.

Colonel Allison D. Wright, Chair, Education Committee deferred to the Chair, Customs, Regulations and Cadet Liaison Committee as the action item was handled in a joint meeting of the two committees.

Colonel Harvey M. Dick, Chairman, Buildings and Grounds Committee, reported that the committee did not meet. He brought the Board up to date on many construction, renovation and upgrade projects under way on campus and announced that the Washington Light Infantry is paying the cost to refurbish the gates from the old Citadel on Marion Square before their installation in Alumni Courtyard, John Monroe Holliday Alumni Center.

Colonel Julian G. Frasier, III, Chairman, Athletic Committee, reported that the committee met for information and update briefings and had no action items. He stated that the committee was most pleased with the positive outlooks of the Athletic Director, Mr. Les Robinson, and Head Football Coach, Ellis Johnson, highlighted by the encouraging cooperative efforts of the Athletic Department and the Commandant's Department toward the improvement of relations between the Corps of Cadets and the Corps Squad.

Colonel Dennis J. Rhoad, Chairman, Customs, Regulations and Cadet Liaison Committee, reporting on the joint meeting of his committee with the Education Committee presented a motion in the form of a proposal for academic organization (see ENCLOSURE 6). The proposal outlines the current situation regarding Deans, makes recommendations regarding Dean positions and positions related to Deans, makes recommendations regarding the creation of Schools, and provides the rationale for Deans and Schools. The Board unanimously approved the recommendations pertaining to POSITIONS and ORGANIZATION, paragraphs II and III, of ENCLOSURE 6.

Colonel W. Henry Johnson, Chairman, External Affairs Committee, made the motion that the Draft Case Statement, ENCLOSURE 7, entitled *Campaign for The Citadel - Leadership Through Education*, be approved and serve as the basis for The Citadel's Capital Campaign. The motion carried unanimously.

Colonel Dudley Saleeby, Jr., Chairman, Strategic Planning Committee, reported that his committee did not meet. He recommended that copies of the document, *Strategic Initiative 2002 2012* (ENCLOSURE 8), which was adopted by The Citadel Board of Visitors on 26 July 2002, be posted on every bulletin board in cadet barracks.

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, were recognized and invited to make remarks and comments.

- Mr. Ernest B. Long, President, The Citadel Alumni Association, expressed his thanks for the opportunity to see the college operate at the Board of Visitors level. He will be replaced as president of the alumni association before the next scheduled meeting of the Board. He reminded Board members of the exciting events associated with the upcoming 150th anniversary of the Corps of Cadets. The Chairman thanked Mr. Long for his loyal participation.
- Mr. Eugene A. Brooker, President, The Citadel Brigadier Foundation, reported that fund raising for the Brigadier Foundation is going well and that \$151,000 was received from the charitable remainder trust of Colonel Thomas C (Nap) Vandiver.
- Mr. John M. Sterling, Jr., President, The Citadel Foundation, expressed his pleasure in participating in the recent event in Greenville honoring the memory of Colonel Thomas C (Nap) Vandiver. The Citadel Trust received \$900,000 plus from the charitable remainder trust of Colonel Vandiver. Mr. Sterling congratulated the Board on its adoption of the Case Statement for the Capital Campaign. The Chairman commended The Citadel Foundation for the fund-raising results achieved to date in the silent phase of the Capital Campaign.

The Chairman stated in his final comments that he considers the job of Chairman a fun job, that his objective will be to promote a positive posture for the Board, that he considers the Board a great team, and he thanked all members for their hard work.

The meeting adjourned at 1030 hours.

Joseph P. Goodson
Colonel USMC Retired
Secretary