

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
12 APRIL 2003

The Citadel Board of Visitors met on campus at 0830 hours on 12 April 2003 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 F. Xavier Starkes; Colonel Dudley Saleeby, Jr.; Colonel W. Henry Johnson; Colonel Allison D. Wright; Colonel Glenn D. Addison; Major General Arthur H. Baiden, III; 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. Josiah M. Williams III, President, The Citadel Brigadier Foundation and Mr. Fred L. Price, Jr., President, The Citadel Alumni Association.

The following members were absent: Major General Stanhope S. Spears, Adjutant General of S.C., and Mrs. Inez M. Tenenbaum, State Superintendent of Education. Mr. John M. Sterling, Jr., President, The Citadel Foundation, did not attend.

The meeting followed the agenda at ENCLOSURE 1. Colonel Jenkinson called the meeting to order and thanked the administration, on behalf of the Board, for the fine Joint Board of Visitors/School of Business Advisory Board reception and dinner the previous evening. He stated his interest in more effectively communicating with other Board members and expressed the Board's interest in more effectively communicating with alumni. He stated that there were Self Study issues that needed to be addressed by Board committees. He suggested that each committee chair review the scope of what his/her committee does, review the Self-Study notes, and make appropriate recommendations regarding changes, to include changing the name of the committee, if appropriate. Further, he stated his interest in having The Citadel's web site contain information on Board members and posting thereon Board of Visitors meeting agendas and Board of Visitors meeting minutes. He appointed an ad hoc committee of three Board members to develop a New Member Orientation Package-Colonel Glenn D. Addison (Chairman), Colonel Allison D. Wright, and Major General Arthur H. Baiden, III. He set a target date of the June meeting of the Board to have a draft copy for Board consideration. Colonel Jenkinson then asked Brigadier General Mace, Commandant of Cadets, to introduce the top cadet leadership of the Corps of Cadets for next school year. The top six are:

1. Regimental Commander- Alan K. Phillips from Beaufort, S.C.
2. Regimental Executive Officer- Viann V. Bolick from Greenville, S.C.
3. 1st Battalion Commander- Patrick C. Reilly from Boston, N.Y.
4. 2nd Battalion Commander- Phillip T. Medico from Coral Springs, Fla.
5. 3rd Battalion Commander- Keith G. Laws from Kannapolis, N.C.
6. 4th Battalion Commander- Richard R. Hillman from Fogelsville, Pa.

Major General John S. Grinalds gave the President's Report.

- There has been a certain seriousness about affairs at the college due to the military action and combat deaths in Iraq of two Citadel graduates (both Marines); Second Lieutenant Therrel Childers, a 2001 graduate of The Citadel's MECEP program, and Captain Ben Sammis, Class of '96. Lieutenant Childers was serving in an infantry battalion commanded by the son of General Carl E. Mundy, Jr.(USMC, Ret), a member of The Citadel Advisory Council. Captain Sammis was a Cobra helicopter pilot who flew combat sorties with Major General Grinalds' son, also a Cobra helicopter pilot. Captain Jeffrey S. Houston, USMC, Class of '96, was wounded in action in Iraq and was presented the Purple Heart by President Bush. Over 300 Citadel graduates are currently serving in or close to Iraq.
- The school year is going especially well. Admission statistics are ahead of last year – average SAT score, 1121, and average GPA, 3.3. The incoming freshman class should total 635-650. Freshman attrition remains low at 17.3%, the second lowest since 1996.
- Academic reorganization is going well with a search ongoing for a Dean of Social Sciences and Humanities.
- This year's graduating class totals 379, with 35% to be commissioned in the armed forces. Twenty graduates will go to graduate schools. Cadet John M. Alexander was selected a Fulbright Scholar.
- The SACS reaffirmation process is moving along. The President predicts that the college is going to have a good reaffirmation, and in the process, the college will have had the opportunity to "assess ourselves." The process will help to ensure that the college recruits the best students possible, integrates them into The Citadel experience and ensures their viability.
- There is a search under way to select a director for the Krause Leadership Initiative. A selection by June is expected.
- The President commended the 12 April article by Allison L. Bruce in *The Post and Courier* entitled "Citadel Mulls Higher Fees, Fewer Sports" as the best report yet and one that covers all the facts. The decline in state appropriations is not going to get better, down from \$18.7M to \$14.2M projected for 2003-4. The endowment is down to \$155M; therefore, the grant from The Citadel Foundation will go down. Most of the new money is restricted and it takes five years before the college can use it. Frugality will be essential to maintain success.
- Athletics - there is exciting and little heard news about Citadel non-revenue sports.
 1. Sailing Team was third out of 22 in the Southeastern Regional Regatta on 5-6 April.
 2. Wrestling Team is the best in Citadel history, with 4 NCAA qualifiers and 2 Southern Conference champs. Oklahoma State will wrestle here and Purdue wants to wrestle us.
 3. Rifle Team is 2nd in Southeast Conference and has 5th highest team score in nation.
 4. Pistol Team's coach Joel Sexton, M.D., is a most dedicated and distinguished coach who over the years has contributed over \$10,000 of his own money to the team. Pistol Team is 2nd in the nation and has its first female shooter (one of 15 women shooters in the country).
- The President expects some resolution in the matter of governance in the State higher education system by the end of the legislative term. He reviewed the ideas of a Board of Regents and Constituent Boards and his perception of their support in the legislature. He stated that there needs to be recognition that The Citadel faces special problems due to an inability to expand, and that, with a small, fixed enrollment, cannot benefit as significantly as others by increasing fees. He stated The Citadel needs are:

1. Relief from performance funding.
2. Regulatory relief from procurement and budget regulation. Instead, authority status is needed which would make processes much more efficient.
3. Systematic and regular funding of “brick and mortar,” i.e., an increase in bonding limit to permit systematic capital funding stream.
4. To keep our niche as a military college.

The Chairman called for Committee Reports. Due to the Board’s attendance at the funeral of Leonard C. Fulghum, III, the External Affairs Committee did not meet on 11 April. Instead, the Board of Visitors met as a Committee of the Whole to consider External Affairs Committee matters.

Colonel W. Henry Johnson, Chairman, External Affairs Committee, introduced Mr. Peter L. De Keratry, Campaign Director, The Citadel Foundation, who led a discussion on the policies and procedures for college-wide guidelines for gift naming opportunities, the recognition of major gifts, and the defining of procedures for acceptance of gifts. Mr. Frank Shannon, Executive Director, The Citadel Foundation, interjected that the Capital Campaign is currently over \$27M. Following discussion, Colonel Dudley Saleeby, Jr. made a motion, seconded by Colonel Dennis J. Rhoad, to adopt ENCLOSURE 2, Draft Policy for Naming and Recognition, which covers Policy and Procedures for Gift Naming Opportunities and Other Recognition. The motion was approved unanimously.

Colonel Johnson recognized Mr. Josiah M. Williams III, President, The Citadel Brigadier Foundation, and invited him to make remarks and comments. Mr. Williams reported as follows:

- The Citadel Brigadier Foundation annual fund raising campaign is ahead of last year at this point, while the Memorial Fund is unfortunately reflecting the current economy, i.e., negative returns on investments.
- The Broxton Bridge sporting clays fund-raiser shoot, sponsored by Jerry Varn, netted approximately \$4700.
- The Brigadier Foundation thanked Mr. Shannon and The Citadel Foundation for assisting in the \$250,000 gift by Mr. Cantey Higdon, Class of ’61, to The Citadel Brigadier Foundation Memorial Fund for a full athletic scholarship. This example “speaks volumes” for the continuing cooperation between The Brigadier Foundation and The Citadel Foundation.

Colonel Johnson recognized Mr. Fred L. Price, Jr., President, The Citadel Alumni Association, for his remarks and comments. Mr. Price reported that the Alumni Association will hold its annual life membership ceremony for seniors on 9 May. He issued a challenge to all Board members to bring in 5 new members for the Alumni Association this year. The Alumni Association has resumed publication of *Alumni News*. “Gold Corps” had a good turnout at Corps Day and he expressed his pleasure at the turnout for the Legislative Bar-B-Que. Also reporting to the Committee of the Whole were Lieutenant Colonel Ben W. Legare, Jr., Director of Governmental and Community Affairs and Mrs. Patricia McArver, Vice President for Communications. Lieutenant Colonel Legare discussed the off-campus parking restrictions and related community relations. He noted the General Assembly’s high level of interest in the Civil Rights Conference held on campus and expressed his opinion that the Lobbying Bill currently being considered by the General Assembly will state that state agencies will not hire contract lobbyists.

Mrs. McArver reported that the Public Affairs Office has been extremely busy since the Civil Rights Conference in March, with 22 major media contacts since the war in Iraq started. The Citadel is riding the crest of a wave of good publicity, which is very exciting. She addressed the communication issues that surfaced in the Board of Visitors Self-Study, resulting in discussion and recommendations on how the Board Chairman can more effectively communicate with Board members and how the Board can communicate more effectively with its constituencies. Following discussion, and on motion by Colonel Dudley Saleeby, Jr., the Board unanimously approved the systematic posting of The Citadel Board of Visitors' meeting agendas and minutes on The Citadel Website.

Colonel Douglas A. Snyder, Vice Chairman, and Chairman, Finance Committee, reported that the Finance Committee met on 11 April. He stated the meeting was informational and that no decisions were made; rather, the meeting gave the committee the opportunity to provide guidance to the administration on the appropriate assumptions to make in developing a budget for 2003-2004. Colonel Curt Holland, Vice President for Finance and Business Affairs, presented a variety of scenarios, made recommendations, and answered the committee's questions. In conclusion, the committee indicated that Colonel Holland should develop a budget based on his recommendations. A Board of Visitors decision regarding the 2003-2004 budget will be made at the June 2003 meeting of the Board.

Colonel Allison D. Wright, Chairman, Education Committee, reported that the Education Committee meeting was cancelled due to time constraints and her committee action item was handled by the Customs, Regulations and Cadet Liaison Committee.

Colonel Harvey M. Dick, Chairman, Buildings and Grounds Committee, reported that the committee did not meet and called the Board's attention to a handout prepared by Colonel Donald Tomasik, Vice President for Facilities and Engineering, that provides an update on construction, renovation, and maintenance.

Colonel Julian G. Frasier, III, Chairman, Athletic Committee, reported that the Athletic Committee met jointly with the Finance Committee and the main focus of the meeting was the athletic budget for 2003-2004. The athletic budget will be finalized at the June meeting of the Board. Colonel Frasier commented that The Citadel has kept its athletic program "squeaky clean," a condition which he attributes to Coach Robinson. He stated that the Board was proud of the way the athletic program operates. He referred to the cost of the stadium as a "steep pyramid" and reminded the Board that what can be built must be determined by what can be realized in gifts.

Colonel Dennis J. Rhoad, Chairman, Customs, Regulations and Cadet Liaison Committee, reported two action items.

- Female haircuts – this matter is before the Board of Visitors because it was part of the Female Assimilation Plan. Colonel Rhoad made the motion that ENCLOSURE 3, the proposed standard for women's haircuts, be approved. The motion was approved unanimously.

- Changes to College Regulations – Colonel Rhoad made the motion that ENCLOSURE 4, Draft Revisions of College Regulations 2003 (proposed changes are indicated by annotations on copy of College Regulations 1999), be approved with the exception of :
 1. Page 6 – Section I.7.e
 2. Pages 15 & 16 – Section III. 1., 2. & 8.
 3. Page 18 – Section IV.10.c
 4. Pages 20-22 Section IV.21
 5. Page 27 Section V.5

The exceptions will be addressed at a later meeting of the Board. The draft addresses a number of issues, as The Citadel prepares for the reaffirmation review by the Southern Association of Colleges and Schools in August 2003. The draft also reflects changes previously approved by the Board of Visitors since the last edition of College Regulations in 1999. Colonel Rhoad's motion was approved unanimously.

Colonel Dudley Saleeby, Jr., Chairman, Strategic Planning Committee, made two motions:

1. A motion to approve ENCLOSURE 5, the proposed Assessment Measures for the Strategic Initiatives (to be implemented on a semiannual basis). The motion carried unanimously.
2. A motion that the Board of Visitors approve the concept of two documents relating to (1) a commitment to excellence and ethics, and (2) a conflict of interest policy. This relates to ENCLOSURE 6, which combines the two. The motion carried unanimously.

With unanimous consent, an official copy of Senator Colonel Glenn D. Addison F. McConnell's motion of 8 April 2003 on the S.C. Senate floor, in memory of the two Citadel graduates, Second Lieutenant Therrel S. Childers, USMC, and Captain Benjamin W. Sammis, USMC, both killed in action in Iraq, was included in the record.

An announcement was made that Mayor Joseph P. Riley, Jr., Class of '64, will be this year's Commencement speaker.

Colonel Jenkinson recommended that Board members make their individual commitments to the Capital Campaign by September 2003 and that they give serious consideration to including a bequest to The Citadel in their wills.

The meeting adjourned at 1230 hours.

Joseph P. Goodson
Colonel, USMC Retired
Secretary