

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
14 JUNE 2003

The Citadel Board of Visitors met on campus at 0830 hours on 14 June 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 Glenn D. Addison; and Colonel James E. Jones, Jr., Member Emeritus. In attendance were Major General John S. Grinalds, President, along with senior members of his staff. Also in attendance were Mr. John M. Sterling, Jr., President, The Citadel Foundation; Mr. Josiah M. Williams III, President, The Citadel Brigadier Foundation; and Mr. Fred L. Price, Jr., President, The Citadel Alumni Association.

The following members of the Board of Visitors were absent: Colonel Allison D. Wright; Major General Arthur H. Baiden, III; Major General Stanhope S. Spears, Adjutant General of S.C.; and Mrs. Inez M. Tenenbaum, State Superintendent of Education.

The meeting followed the agenda at ENCLOSURE 1. Colonel Harvey M. Dick gave the invocation and Colonel Douglas A. Snyder, Vice Chairman, reported that the meeting was in compliance with the Freedom of Information Act. The minutes of the 12 April 2003 and 9 May 2003 meetings of the Board were approved.

Colonel Jenkinson explained that the dinner to honor the retirement of Brigadier General Robert B. Scarborough from the Board, scheduled for the previous evening, was cancelled due to General Scarborough's recovery from an accident.. He expressed his appreciation and commended those responsible for making a quick adjustment to arrange a cookout at The Citadel Boat House for Board members. Plans will be made to honor General Scarborough in the fall.

Colonel Jenkinson, Chairman of The Citadel Board of Visitors, is a member of the Executive Committee of The Citadel Foundation. He indicated that he is working with that committee to provide, for The Citadel Board of Visitors' consideration, a memorandum of understanding regarding the Trust document that will detail the relationship between The Citadel Trust, The Citadel Foundation and the college. He concluded his remarks by commending the Board committees for their hard work in connection with this annual meeting of the Board, stating the budget for 2003-2004 is the most challenging annual budget the Board has experienced during his tenure on the Board.

General Grinalds gave the President's Report.

- Admissions are going well, with 625-650 incoming freshmen expected this fall. The college is now accepting 6 out of 10 applicants – previously 8 out of 10. As the college gears up for next year, applications are about 10% behind this time last year. However, this may be seasonal and there is still a bountiful pool for next year.

- As the college moves forward, more ways to expand programs will be pursued that might result in increased revenues.
 1. The College of Professional and Graduate Studies (CGPS) continues to grow, up 10% for this year, with the MBA Program up 15%. Maymester and the summer program are well above average for this year. There are other programs that have possibilities for expansion; for example, the 2 Plus 2 Program with Trident Tech, where a student takes the first two years at Trident Tech and the last two years at The Citadel for an Engineering Degree. This concept could be expanded to other disciplines.
 2. With the completion of construction of Padgett-Thomas Barracks, it may be feasible to increase the Corps strength by about 60cadets.
 3. In the future, The Citadel may want to provide on-line programs, after expense considerations. The military community could be a target group.
- The sports situation is challenging. Remarks by Colonel Curt Holland and Mr. Les Robinson at committee meetings the previous day have the President's complete endorsement; i.e., reduce two sports, focus on what we do well and plan for the long range. The goal is for The Citadel to be a first-rate, 1-AA institution. The renovation of the football stadium is a key element to that goal and the Capital Campaign will have an impact.
- The President will serve as Chairman, Council of Presidents, for the Southern Conference for the coming year. On 23 June, he is traveling with the Commissioner of the Southern Conference to meet the new superintendent of VMI.
- ROTC programs: The numbers being commissioned in the armed forces are growing, with 40% of graduates being commissioned in 2003. The breakdown is Army – 60, Navy/Marines – 47 and Air Force – 42. The number of cadets seeking ROTC contracts appears to be increasing. This summer, the President will continue his practice of visiting cadets at summer training. He has been asked and has agreed to serve on an Advisory Panel on Army ROTC.
- The Capital Campaign is going extremely well, with hard work focused on those individuals who could give 6-7 figure gifts.
- The President is pleased as the college finalizes its selection for a director of the Krause Initiative in Leadership and Ethics. The individual will head a comprehensive program made possible by a gift from Mr. Bill Krause and the Krause Foundation to integrate leadership models and ethical principles into all aspects of campus life. There are more than 75 applicants, many with doctorates, and the person selected is expected to be on board before the beginning of the academic year. The President and all those concerned with this initiative want to be able to say that all graduates leave The Citadel with an honor system so deeply ingrained that they won't stray.
- He recommends a book entitled *Good to Great* by Jim Collins, a study of how good companies became great. The answer is each has a great team, with the right people in the right jobs. That is true of The Citadel, beginning with the Board of Visitors and including the Vice Presidents and those who work for them. He commended the Vice Presidents for superb performances.

- The President thanked the Board of Visitors for the privilege of serving as President of The Citadel.

The Chairman thanked General Grinalds for an excellent report and called on committee chairs for committee reports.

Colonel Douglas A. Snyder, Chairman, Finance Committee, reported as follows:

- He reviewed the options presented in committee to cover a \$3.2 M shortfall in E&G funds. The shortfall will be covered by a carryover from current year operations, a \$452,000 Expense Reduction Plan and increases in fees. He explained that the Finance Committee, after its meeting on 13 June, directed Colonel Holland, Vice President for Finance and Business Affairs, to restructure the fees so that there would be no need for faculty and staff furloughs, and there would be a reserve available to offset possible mid-year State budget cuts. The committee further directed that the Expense Reduction Plan is to remain in effect and can only be offset by increased carryover. Following the review, Colonel Snyder moved that the fee structure as directed by the Finance Committee, ENCLOSURE 2, and an Operating Budget for 2003-2004 of \$62,515,406.00, as outlined in ENCLOSURE 3 (FY 2003-2004 Total Budget Summary), be approved. There was considerable discussion. Colonel Harvey M. Dick asked if the proposed budget included any additional personnel. Colonel Holland, Vice President for Finance and Business Affairs replied no. The motion was approved unanimously.
- Colonel Snyder moved that the Board direct the Administration to:
 1. Assess the current and future roles of athletic programs, considering the mission of The Citadel and the changing environment in college sports.
 2. Prioritize the components of the Athletic Program to include, but not be limited to the following: (a) identify the sports which are essential and articulate the reasons that make them so, such as value to the college, alumni participation and support, Title IX requirements, Southern Conference membership, NCAA Division 1-AA and on field success; (b) identify those sports which are less necessary to the overall vitality of the Athletic Program and articulate the reasons which make them so.
 3. Formulate a long-range plan for Board of Visitors evaluation which will accomplish the following: (a) state the priorities and objectives of The Citadel's Athletic Program, (b) make recommendations as to where the program should be in the next 5-10 years; (c) suggest options on how to achieve objectives, and (d) provide revenue and expense projections for each option.
 4. Submit a preliminary report to the Board of Visitors by April 2004.
 5. Submit a final report to the Board of Visitors by November 2004.

The motion was approved unanimously.
- Colonel Snyder moved that the Board of Visitors approve a FY 03-04 Daniel Fund Budget of \$252,000 for scholarships. The motion carried unanimously.
- Colonel Snyder made a motion that the Board of Visitors approve the use of unrestricted monies for Fiscal Year 2003-04 as per ENCLOSURE 4 (Need for Unrestricted Funds - note: adjusted to delete Boys State). The motion passed unanimously.

The Chairman noted that Colonel Allison D. Wright, Chair, Education Committee, who was present for committee meetings and who was unable to be present for the Board meeting, had no report, for the Education Committee did not meet.

Colonel Harvey M. Dick, Chairman, Buildings and Grounds Committee, reported that his committee did not meet and distributed an information status list of campus construction and maintenance projects.

Colonel Julian G. Frasier, III, Chairman, Athletic Committee, reported that his committee worked in concert with the Finance Committee in the development of The Citadel FY 2003-2004 Budget. He indicated that it was with sorrow that the committee recommended the elimination of two sports, golf and soccer, due to budget considerations. He and Mr. Les Robinson, Athletic Director, reviewed the overall sports picture and discussed ways to increase sports revenues in the future. At the conclusion of the committee report, Board members Colonel Dennis J. Rhoad and Colonel Glenn D. Addison stated that they wished the Board minutes to show that they were opposed to the elimination of two sports.

Colonel F. Xavier Starkes, Chairman, Honorary Degrees, Palmetto Medal and Special Recognition Committee, reported that the committee did not meet and had no report.

Colonel Dennis J. Rhoad, Chairman, Customs, Regulations and Cadet Liaison Committee, addressed several recommended changes to College Regulations on which action was deferred at the April 2003 meeting of the Board. He made a motion and the Board unanimously approved to take the following actions on the deferred items:

1. Section I.7.f. The Administrative Staff. Change to read: “Under normal circumstances before resigning or retiring, exempt (salaried) staff members should provide their vice president with a minimum of four weeks notice, and nonexempt (hourly) employees should give their respective supervisor a minimum of two weeks notice. This will allow recruitment actions to begin in a timely manner.”
2. Section III.1. Criteria for Admission. Change as originally proposed.
3. Section III.2. Other Qualifications for Admissions as a Cadet. The original proposal having been withdrawn, this paragraph will remain in College Regulations.
4. Section III.8. Criteria for Graduation. Change as originally proposed.
5. Section V.1.General. Add a new sub-paragraph to read:
“e. The Regiment (SCCC) becomes operational in phases during late July and early August as selected cadets report for Cadre. These phases continue until the entire regiment is formed in late August. On-campus disciplinary regulations become effective for each cadet at the official reporting time for that cadet.

“Leaves are defined as authorized periods of time which a cadet or selected group(s) of cadets, but not the entire regiment, are authorized to be away from campus.

“Furloughs are periods when the entire regiment “stands down” and leaves campus. Normally, there are four furlough periods as follows: (1) Thanksgiving Break, (2) Winter Break (between Fall and Spring semesters), (3) Spring Break (during Spring Semester), and Summer Break (from SCCC graduation until the regiment begins to

form again in late summer). Other furlough periods may be designated by the Governor, Board of Visitors or the President.

“During periods of furlough, the cadet disciplinary system may apply if the conduct meets the criteria established in Section V, paragraph 4 of these regulations for the application of Citadel jurisdiction for an off-campus offense.”

6. Section V.4. Cadet Offenses. Change the first sentence to read:
“A cadet who commits an act off-campus that reflects adversely on The Citadel or the Corps of Cadets may be punished as if the act had been committed on-campus if the alleged misconduct violates the cadet disciplinary code and the act ...
 - (1) potentially endangers the health, safety, or welfare of members of the campus community, or
 - (2) potentially places college property at risk of damage, loss or destruction, or
 - (3) occurred at a time when the cadet represented the college in an off-campus activity, or involves conduct that charges one or more of the following: a felony act, an act of violence, an act that involves the possession, use or sale of an illegal drug or alcohol; or an act involving racial or sexual harassment, or results in the student being found guilty in a court of law or the student declines to contest such charges although not admitting guilt (e.g., no contest or nolo contendere).”
7. Section VI. 2. Chg. to read: “2. Advisors. In all college hearings and boards, to include appeals before the Board of Visitors, the student may be assisted by another student or a member of the permanent faculty and staff not to exceed two. Under no circumstances will any faculty or staff member or cadet who is serving as an advisor for a cadet before any board or hearing at The Citadel be remunerated for such services. Any faculty or staff member or cadet serving in such capacity, when appearing before such a board, will be in the appropriate uniform for the occasion. Cadets who are facing disciplinary hearings for an act, which is also the subject of an off-campus criminal proceeding, may request that one of the advisors be an attorney. A request to have an attorney present at a hearing or board must be in writing to the board president two days in advance of the hearing. An attorney may act only in an advisory role to the student client. An attorney serving as an advisor may not ask questions of witnesses or board members, represent the student, or actively participate in the hearing process. If the cadet has an attorney present as an advisor, the College, may at the discretion of the board president or chairman, have legal counsel present to advise the board.”

Colonel Rhoad made a motion that a disciplinary system test, ENCLOSURE 5, be approved, provided that the objective criteria upon which the disciplinary system test will be evaluated be provided the Board by 15 August 2003. The motion passed with one no vote.

Colonel W. Henry Johnson, Chairman, External Affairs Committee, reported that the committee has great discussions and had no report.

Colonel Dudley Saleeby, Jr., Chairman, Strategic Planning Committee, made a motion that the Board adopt ENCLOSURE 6 (Board of Visitors Conflict of Interest Policy) and ENCLOSURE 7 (Board of Visitors Commitment to Excellence and Ethics). The motion carried unanimously.

Board members present signed and Colonel Saleeby stated that the documents would be re-signed each year.

Colonel Jenkinson recognized Mr. Fred L. Price, Jr., President, The Citadel Alumni Association, for his remarks and comments. Mr. Price reported that The Citadel Alumni Association (CAA) has 101 new life members from the Class of 2003 and 30+ new life members from the Class of 2004. CAA is looking to give more to the college due to increasing numbers of Alumni Center rentals. The next alumni meeting is 27 September and the annual meeting is 31 October 2003. Due to space limitations, a plaque showing the name and year of presidency of past presidents will replace past presidents' pictures on walls of Alumni Association.

Mr. Josiah M. Williams III, President, The Citadel Brigadier Foundation (TCBF), was recognized and reported that TCBF is projected to exceed its estimate of giving of \$800,000 for 2003. This year's annual auction netted approximately \$43,000. The Citadel Brigadier Foundation Founders Day is scheduled 27 September. The fourth Annual Bulldog Kick-Off Classic Golf Tournament will be held 28 August at Wild Dunes right before Coach's Night, and the 22nd Annual Memorial Fund Banquet is scheduled for 16 October 2003.

Mr. John M. Sterling, Jr., President, The Citadel Foundation, was recognized and expressed thanks for his inclusion in meetings of the Board and its committees, where he is able to learn more about The Citadel's Strategic Plan. He reported that the Capital Campaign progress to date is \$30M in total gifts and commitments, and one-third toward a \$10M goal for the stadium. There are currently outstanding requests totaling \$17M and additional planned solicitations of another \$20M by year's end. Next week, Mr. Steve Tobias, Class of '67, will chair the first meeting of the Campaign Steering Committee, a two-day planning session which will include ten members of the committee and Foundation staff. He concluded his report stating that he is pleased with the progress of The Citadel Foundation to date.

Colonel Jenkinson reflected on his first year as Chairman, stating that the experience was both interesting and fun. The Board went into executive session and upon returning to open session, voted unanimously to select Leonard C. Fulghum, Jr., to be named "Member Emeritus." It was announced that the 2004 annual meeting of the Board is changed from 12 June to 5 June 2004.

The meeting adjourned at 1005 hours.

Joseph P. Goodson
Colonel, USMC Retired
Secretary

