

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
20 SEPTEMBER 2008

The Citadel Board of Visitors held its fall meeting in the Board Room, Jenkins Hall, at 0830 hours on 20 September 2008.

The following members were present: Major General Arthur H. Baiden III, Chairman; Colonel Glenn D. Addison, Vice Chairman; Colonel William E. Jenkinson III; Colonel Douglas A. Snyder; Colonel Allison Dean Love; Colonel William G. Kastner; Colonel Claude W. Burns III; Colonel W. Thomas McQueeney; Colonel Fred L. Price, Jr.; Lieutenant Colonel Ben W. Legare, Jr.; Mr. Simms M. Leitner, designated representative of Dr. Jim Rex, State Superintendent of Education, and Colonel Leonard C. Fulghum, Jr., Member Emeritus. Mr. Thomas F. O'Brien, Jr., President of The Citadel Brigadier Foundation, and Dr. Gary G. Durante, President, The Citadel Alumni Association, were in attendance. Also in attendance was Lieutenant General John W. Rosa, President, along with senior members of his staff. Mr. Eric Mc Mahan, President of the Citadel Graduate College Student Government Association, also attended.

Members absent: Major General Stanhope Spears.

The meeting followed the agenda at enclosure 1.

The Chairman called on Chaplain Golden for the invocation.

Mr. Mark Brandenburg, General Counsel, stated that the meeting was in compliance with the Freedom of Information Act in that notice had been posted twenty-four hours in advance in Bond Hall and local media sources were notified at the same time by fax means.

A quorum was present.

Chairman Baiden called the meeting to order. He brought to the Board's attention a letter from Senator O'Dell, thanking the Board for honoring his previous Board service.

He then called for the approval of the 14 June 2008 minutes.

Motion to approve the minutes as presented made by Colonel Burns and seconded by Colonel Kastner.

The Citadel Board of Visitors
Meeting Minutes
20 September 2008
Page Two

The motion passed unanimously. Minutes approved.

Chairman Baiden called on the President for his report.

General Rosa briefed on a successful and productive summer of planning and training the cadet cadre in preparation for the new college year. The cadet leadership is a very strong group and the Regimental Commander, Gregory A. Shoemaker, is highly respected by his peers as well as the underclassmen. He is expecting a good year from the cadet leadership team. The sophomore class rank holders are doing a good job and demonstrating a high level of maturity. He expressed concerns with the junior class as most of the reported hazing and abuse incidents have involved the juniors. Further growth and development of company tactical officer teams and the Krause Leadership Initiative will help in alleviating hazing. An excellent indicator of the overall progress being made in the Corps of Cadets is that phone calls from concerned parents are down significantly. Class cuts have been reduced to ten per semester and battalion and company academic officers are closely monitoring class attendance.

Athletically, Mr. Larry W. Leckonby continues to realign the Athletics Department and tie in athletic fundraising with The Citadel Foundation.

General Rosa expressed relief that the stadium was completed in time for the first game, but that funding to pay down on its debt remains a concern. The City of Charleston will be approached for financial assistance as was Charleston County.

General Rosa identified the following challenges that he and his staff will be concentrating on this year:

- College budget realignment in view of reduction in state funding.
- Improving student diversity and gender representation. His stated goal is a minority population of 15% and an increase in female enrollment by 70 cadets for school year 2009-2010. Currently an inordinate number of female cadets are athletes. African-American enrollment has increased by over 20% over the last couple of years but further improvement is needed to ensure a more diverse school

The Citadel Board of Visitors
Meeting Minutes
20 September 2008
Page Three

environment. The admissions office is working diligently to meet these needs.

- Increasing the number of military commissioning opportunities for graduates. The Citadel currently commissions approximately 30% of its graduates compared to over 60% by VMI. The administration will be working closely with the college's ROTC units to develop strategies and initiatives to improve this situation.
- The Krause Initiative for Leadership and Ethics. President Rosa feels strongly that this program is critical for the development of the Corps of Cadets into a unified and cohesive organization inculcated with The Citadel's core values and principled leadership training. Over the next three to five years, additional personnel will need to be employed to ensure the program's success. The hiring of five additional TAC officers this year is a good start.
- Strategic Planning is making great headway under the leadership and guidance of Dr. Hines and remains a high priority. The recent hiring of Dr. Tara McNealy will enhance the process immensely. She will lead the effort to analyze the volumes of data being collected and ensure it is used effectively.

In closing, President Rosa expressed pride in his staff and its development as an effective and motivated team. The final addition to the team, the new Vice President for Finance and Business Affairs, is at the finalist interview stage and a decision is expected shortly.

Chairman Baiden thanked the President for his report and called for committee reports.

Colonel Douglas A. Snyder, Chairman of the Finance Committee, reported no action items and briefed the Board on the current budget status and the potential impact of projected state reductions. He announced that six additional cadets would be awarded Daniel Fund aid.

The Citadel Board of Visitors
Meeting Minutes
20 September 2008
Page Four

Colonel William G. Kastner, Chairman of the Education Committee, reported no action items and welcomed Mr. McMahan, President of The Citadel Graduate College Student Government Association. He invited all present to attend the celebration of the 40th Anniversary of The Citadel Graduate College at 1130 hours on the terrace of Johnson Hagood Stadium before the football game; 300 CGC alumni are expected to attend.

Colonel Fred L. Price, Jr., Chairman of the Buildings and Grounds Committee, reported no action items and updated the Board on the status of various buildings and grounds projects. An item of major interest is the status of the deed to the "front beach" at The Citadel Beach House. He reported that Mr. Brandenburg is working with The Beach Company to arrange the deed transfer to The Citadel Trust.

Colonel W. Thomas McQueeney, Chairman of the Athletics Committee, reported no action items. He thanked Athletic Director Leckonby for the superb effort put forth by the athletics department to ensure all aspects of the first game at the new stadium went off in an outstanding manner. He noted that athlete retention was very good and he requested all Board members to encourage classmates and friends to purchase club seating.

Colonel William E. Jenkinson III, Chairman of the Honorary Degrees, Palmetto Medal, and Special Recognition Committee, presented the following committee motion:

MOTION

"That the Board of Visitors reaffirms the policy of only parents and grandparents who graduated from the Corps of Cadets be allowed to present diplomas to their graduating family member."

Following discussion, the motion passed eight to two. Colonels Love and McQueeney dissenting.

The Citadel Board of Visitors
Meeting Minutes
20 September 2008
Page Five

Colonel Jenkinson presented the following committee motion:

MOTION

“That the Board of Visitors approves the naming opportunities for the Daniel Library renovation project.”

Following discussion, the motion passed unanimously.

Colonel Claude W. Burns III, Chairman of the Customs, Regulations, and Cadet Liaison Committee, reported no action items and that his committee would be reviewing the criteria for emeritus membership to the Board.

Colonel Allison Dean Love, Chairman, External Affairs Committee, reported no action items.

Colonel Glenn D. Addison, Chairman, Strategic Planning Committee, reported no action items and briefed the Board on the ongoing status of the college’s strategic planning. He emphasized that strategic planning is the top priority this year for the Board of Visitors.

Colonel Claude W. Burns III, Chairman, Audit Committee, reported no action items and informed the Board that the audit had been completed. The completed audit is being reviewed by state auditors and should be received by the college during October.

Chairman Baiden called on Dr. Gary G. Durante, President of The Citadel Alumni Association, for remarks.

Dr. Durante reported that The Citadel ring policy had been recently updated and that rings now cost \$680. He asked Board members to consider making a donation to the alumni association to ensure that all eligible seniors would have an opportunity to purchase a ring. He assisted in the training and supervision of a Junior Sword Drill ceremony for the Ring Hop.

In closing, Dr. Durante thanked the president and the Board for their support during his tenure as President of The Citadel Alumni Association.

The Citadel Board of Visitors
Meeting Minutes
20 September 2008
Page Six

Colonel Fulghum, speaking on behalf of the Board of Visitors, thanked and commended Dr. Durante for his outstanding service to the college and alumni during his year as alumni president.

Chairman Baiden called on Mr. Thomas F. O'Brien, Jr., President, The Citadel Brigadier Foundation, for remarks.

Mr. O'Brien reported that The Brigadier Foundation's Golf Tournament was very successful and reminded everyone of the Memorial Fund Banquet on October 9th. He stated that the search for a new executive director continues with over 100 applications received.

Chairman Baiden called for a motion to go into executive session for an update on legal matters.

Motion to go into executive session made by Colonel McQueeney and seconded by Colonel Burns.

Motion to return to open session made by Colonel McQueeney and seconded by Colonel Love.

Motion to adjourn made by Colonel Jenkinson and seconded by Colonel McQueeney.

Meeting adjourned at 1020 hours.

Respectfully submitted,

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