

THE CITADEL BOARD OF VISITORS  
SPECIAL MEETING MINUTES  
6 DECEMBER 2008

A special meeting of The Citadel Board of Visitors was held in Room 295, Bond Hall on Saturday, 6 December 2008 at 1300 hours to receive a strategic planning update and to discuss Board/administration communications.

Members 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 (by teleconference phone); Colonel W. Thomas McQueeney; Colonel Fred L. Price, Jr.; Lieutenant Colonel Ben W. Legare, Jr.; and Major General Stanhope Spears, Adjutant General of South Carolina (by teleconference phone). President John Rosa, Colonel Joseph Trez, Colonel Sue E. Mitchell and Mr. Mark Brandenburg from The Citadel staff were also in attendance.

Members absent: Colonel Claude W. Burns III.

A quorum was present.

Mr. Brandenburg, General Counsel, stated that the meeting was in compliance with the Freedom of Information Act in that notice had been posted in Bond Hall 24 hours in advance and media sources had been notified by electronic means at the same time.

Chairman Baiden called the meeting to order, introduced Colonel Sue E. Mitchell, the new Vice President for Finance and Business Affairs, and called on President Rosa to provide an update on strategic planning.

President Rosa reported that the college's strategic planning initiatives were progressing well under the leadership and guidance of the Provost, BG Hines, and the Associate Provost, LTC McNealy. The planning process was launched in the fall with the distribution of new planning tools developed by Dr. Hines and Dr. McNealy, the implementation of a new strategic planning web site, and comprehensive consultations with all academic and support departments.

As an integral part of the process, the staff is coordinating with other institutes of higher education both locally and state wide to review ways to enhance institute efficiencies and effectiveness in light of the fiscal constraints facing all colleges and universities.

Another strategic planning initiative being reviewed is the potential for partnering with external agencies/developers for "joint ventures" in the construction of on-campus barracks, parking garages and faculty housing.

Following the president's remarks, Chairman Baiden led a general discussion on enhancing Board internal communications and developing a more efficient communication procedure between the Board and the administration.

In discussing internal Board communications, it was agreed that the current committee structure is effective and that committees should continue meeting as currently done. It was emphasized that committee chairs would determine whether a committee meeting should be for committee members only, or for the Board to meet as a committee of the whole. All Board members are invited to attend any and all committee meetings. It was agreed that committee meeting minutes, or an executive summary of the meeting, will be sent to all Board members as soon as possible, but no later than a week following the meeting.

In discussing Board communications to and from the administration, the Board noted that the alumni "blogs" and other constituencies often had certain information before the administration communicated it to the Board. It was determined that the administration would prepare a document that would encompass those elements of critical information that the Board should be made aware of in a timely fashion. Board members were encouraged to become more active in the life of the college and committee chairs to continue their strong liaison with their staff counterparts.

Colonel Snyder made a motion to amend the stated agenda and go into executive session to discuss personnel matters. Motion seconded by Colonel Price.

Following discussion, motion passed unanimously.

Colonel Snyder made a motion to come out of executive session, seconded by Colonel Addison. Motion passed unanimously.

In closing, there was discussion that the Board of Visitors should establish a stewardship level for Board members. This will be a discussion item at a future meeting.

Chairman Baiden called for a motion to adjourn.

Colonel Addison motioned for adjournment, seconded by Colonel Love. Motion passed unanimously.

Meeting adjourned at 1645 hours.

Respectfully submitted,

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