

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
7 FEBRUARY 2009

The Citadel Board of Visitors held its winter meeting in Room 295, Bond Hall, at 0830 hours on 7 February 2009.

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., and Lieutenant Colonel Ben W. Legare, Jr. Mr. Simms M. Leitner, designated representative of Dr. Jim Rex, State Superintendent of Education; Mr. Charles B. Coe, Chairman, The Citadel Foundation; and Mr. Mark Nash, President of The Citadel Brigadier Foundation, were also 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 Association, and Lieutenant Colonel Bill Woolsey, Chairman of The Citadel Faculty Council, also attended.

Members absent: Colonel Leonard H. Fulghum, Jr., Member Emeritus.

The meeting followed the agenda at enclosure 1.

The Chairman called on Chaplain David O. 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 24 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 that as a measure to reduce college expenses the annual Citadel *Fact Book* would not be printed, but would be available online. He also pointed out that Board members' travel and per diem would no longer be automatic and anyone desiring reimbursement should speak to the board secretary. Chairman Baiden also recommended the establishment of a Board of Visitors fund to support future Board meetings. Participation would be voluntary and the fund would be managed by the secretary.

He then called for the approval of the following minutes: 20 September 2008, 1 October 2008, 23 October 2008, 12 November 2008, and 6 December 2008.

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

The motion passed unanimously. Minutes approved.

Chairman Baiden called on the President for his report.

General Rosa explained to the Board the magnitude of time and effort that he and the staff have put on brainstorming and “what-iffing” current budget scenarios for the remainder of the academic year as well as projecting and forecasting for next year. General Rosa pointed out that the college is working with the legislature and monitoring its actions in order to model various budget projections for now and the next fiscal year. The staff has adjusted well to the current financial realities and all are aggressively seeking ways to become more entrepreneurial and cost effective. General Rosa went on to say that at this time the impact of the proposed federal stimulus bill is unclear, particularly pertaining to higher education in South Carolina.

General Rosa theorized that if the college budget is set at the 2005/2006 level - approximately \$13 million in state funding - the college will remain viable and that this would lead to “right sizing” the college.

He expressed appreciation for the continued superlative efforts of The Citadel Foundation. This year they raised \$20 million, including \$3.75 million from reunion classes, and the last three years have been the best ever in fundraising. The coming year will be challenging for the Foundation in that the economy downturn is impacting significantly on gifts to the college. At present there are no plans to reduce the amount of scholarship aid from the Foundation as that remains their top priority. He pointed out that in the next capital campaign, the college’s 2042 Strategic Plan and needs will be outlined so donors will gain an appreciation and understanding of the college’s needs.

He reported on the splendid performance of the Corps during the first semester and pointed out that from the baseline established in 2006 all indicators of academics, cadet leadership and discipline are moving in a positive direction. Greg Shoemaker, Cadet Regimental Commander, and his leadership team have performed in an outstanding manner. The second semester will be challenging to keep the leadership in place and to be pro active in suicide prevention, particularly in the area of identifying warning signs. As a result of recent incidents, the college crisis action plan has been reviewed, modified

appropriately, and key staff and cadet leadership have been given a refresher course on immediate action procedures.

General Rosa reported that in regards to cadet disciplinary matters, fewer cadets are getting into trouble, alcohol and hazing incidents are down, and sexual harassment is declining but we still have a way to go towards the goal of eliminating it completely.

Cadet physical fitness has improved considerably over the past three years and upperclassmen are now more physically fit than fourth classmen, reversing what was the case three years ago when freshmen led the Corps in physical fitness.

General Rosa expressed concern over the fourth class system. He mentioned how it is out of sync with the federal academies and the necessity for the system to be refined to raise the college to the next level of excellence.

He expressed pride in the GPA of the college's athletes, which averages better than the Corps as a whole. Their 92% graduation rate is significantly higher than the national average of 78% for athletes. Football recruiting went well, with the new stadium being a significant factor in the process.

In closing his remarks, the president commented on the following:

Admissions applications for 2009/2010 are up, however applications for women are down and deposits to reserve a space are also down.

Questions and uncertainties on depth of the governor's budget cuts complicate financial planning. The staff is preparing several contingency budgets so that we can respond in a timely and effectively manner when final numbers are announced.

The \$70 million in deferred maintenance will continue to grow during this economic downturn and the replacement for Capers Hall is of highest priority. Capers Hall has moved up on the state's higher education facilities funding list which is good news. There is no anticipation of funds being available in the immediate future to support the project.

From the personnel management side, the president announced that Colonel Greg Stone, Commandant of Cadets, would be retiring and moving to Washington State to be closer to family. A search for his replacement is underway and will be expedited as we do not want to lose the positive momentum established by Greg. Also announced was that the search for an executive assistant to replace Major Jeff Price, who will return to the Admissions Office, has been successfully completed. Colonel Tom Philipkosky, USAF (Ret) and a member of the class of 1982, will assume those duties on the first of March.

Following a discussion on the Cadet Honor System and the president's concern over the fourth class system, Colonel Legare requested that the Board be briefed at its September meeting on the honor and fourth class systems at the federal academies, Norwich and VMI, in particular, their philosophies and differences with The Citadel's systems.

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

General Baiden, Chairman of the Executive Committee, no report.

Colonel Douglas A. Snyder, Chairman of the Finance Committee, reported two action items and briefed the Board on the current budget status and the steps being taken with the five-year rolling budget in order to close the gap between our revenues and requirements. Colonel Snyder also reported the progress being made in the sale of stadium skyboxes and club seats.

Colonel Snyder briefed the Board on the *Scholarship Book* and then presented the following motion from the Finance Committee:

MOTION

"That the Board of Visitors approves the Scholarship Book and uses its recommendations in developing scholarship awards for next year."

Following discussion, the motion passed unanimously.

Colonel Snyder briefed the Board on endowing the sale of niche funds and presented the following motion for Board approval:

MOTION

“That the Board of Visitors approves the columbarium resolution which deals with endowing the proceeds of niche sales.”

Following discussion, the motion passed unanimously.

Colonel William G. Kastner, Chairman of the Education Committee, reported no action items and briefed the Board on the invitation The Citadel Pipe Band has received to participate in the Edinburgh Military Tattoo in 2010. The only expense to be incurred by the band would be its travel expense. Colonel Kastner also said Captain James Dillahey, The Citadel Pipe Master, is one of only 30 pipers worldwide rated B, a notable achievement. Colonel Kastner pointed out the vast public relations opportunity of this invitation.

Colonel Fred L. Price, Chairman of the Building and Grounds Committee, updated the Board on the status of various buildings and grounds projects.

Colonel Price reviewed the status of the six Strategic Initiatives to enhance facilities and technology support for the campus:

1. Revise the Facilities Master Plan.

Data collection is on track for a 1 March 09 submittal to State.

2. Develop and update a Campus Master Plan.

Draft design charrette by M2D Group has been completed.

Colonel Price stated the major objectives of the plan were: preserve and promote the college; increase campus efficiency; strengthen campus and community interface and enhance arrival and way finding. The plan would further create the following identifiable and functional campus “precincts”: Academic core; cadet

barracks; faculty and staff neighborhoods; recreation and open spaces; sports facilities; support services and parking decks.

3. Develop feasibility study for Capers Hall.

Site has been identified and staff is in process of developing specific educational and facility needs with facility users. Funding source will be state bonds with potential issuance in two to three years.

4. Develop feasibility study for Dunnemann Apartments.

Discussions with industry and state professional are ongoing. Legislative action may be required. Staff will provide recommendations at a later date. Colonel Price pointed that we were the only school in the state with dedicated faculty quarters. Occupancy rate is 100%. Quarters are old but are in demand and in need of constant maintenance. Colonel Price reviewed numerous options for improving campus housing.

5. Develop a recommendation regarding a campus parking garage.

A campus parking study has been completed and the staff is working with consultants on a feasibility plan and cash flow analysis. We will lose 282 spaces this spring with the construction of the National Guard vehicle maintenance facility at Lockwood Field.

6. Develop realistic goals for decreasing campus - wide deferred maintenance and capital renewal backlog.

Benchmarking and data collection are ongoing. Staff will determine specific facility and campus needs and work to develop a strategic plan of action. Current backlog is \$65M. Over the past five years almost \$20 million has been spent by the college on deferred maintenance.

Colonel Price reviewed recently completed projects and forthcoming maintenance projects. He reviewed various Citadel properties and how they could best be used to benefit the college.

Colonel Price pointed out that the deed to the property in front of the beach house had been received by The Citadel Trust and that the Ameresco Energy Performance Contract was on schedule, within budget, and the completion date is September 2009.

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Following Board discussions, Colonel Price made the following committee motions:

MOTION

“That Colonel Yeatts be authorized to develop with M2D Design Group options for college use of College Park Baseball Complex, The Citadel Beach House, and the Lockwood Extension Property adjacent to Riley Park with a cost not to exceed \$5,000.”

Following discussion, the motion passed unanimously.

MOTION

“That the Board of Visitors Buildings and Grounds Committee coordinate with The Citadel Foundation and The Citadel Brigadier Foundation to review other property assets in the greater Charleston area for strategic planning purposes.”

Following discussion, the motion passed unanimously.

MOTION

“That the Buildings and Grounds Committee will, at its first meeting of the new Board year, review with The Citadel Foundation and The Citadel Brigadier Foundation current Citadel property assets to update the 2042 Strategic Plan.”

Following discussion, the motion passed unanimously.

Chairman Baiden called for a motion to amend the agenda to the Customs, Regulations, and Cadet Liaison Committee to hear the appeal of Cadet Matthew R. Winters. Motion passed.

Cadet Winters reported to Chairman Baiden who asked Cadet Winters if he desired an open or closed session. Cadet Winters requested a closed session and represented himself.

Colonel Price made a motion to go into executive session to hear the appeal of Cadet Winters, seconded by Colonel Addison. Motion passed unanimously.

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Colonel Burns made a motion to come out of executive session, seconded by Colonel Price.

Colonel Burns made the following motion, seconded by Colonel Jenkinson:

MOTION

“That the appeal of Cadet Matthew R. Winters for expulsion, with no amnesty, for conduct unbecoming a cadet and alcohol use off campus that publicly discredited The Citadel is without merit, and the findings of the president are sustained.”

Following discussion, the motion passed unanimously.

Colonel Burns expressed his appreciation to Colonel Stone for the improvements in the handling of cadet appeals and for his excellent leadership as Commandant.

Colonel W. Thomas McQueeney, Chairman of the Athletics Committee, reported no action items and presented the following for information:

- We will have five home football games in 2009, resulting in reduced revenue
- Club seat pricing is being reduced in an effort to increase sales
- The college is a leader in the four-year graduation rate for athletes
- Due to the team’s success, basketball revenue is up
- The Athletics Department is exploring additional initiatives to raise funds
- We will commence a six football game series with VMI in 2011
- Mr. John McAleer has been hired as a full time fundraiser for the Athletics Department and will coordinate the athletic fundraising of The Citadel Foundation, The Citadel Brigadier Foundation, and the Athletics Department

Colonel McQueeney thanked Athletics Director Leckonby for all his splendid efforts on behalf of the college.

Colonel Allison Dean Love, Chairman of the External Affairs Committee, reported no action items, recognized Mr. Eric McMahan, President of the Citadel Graduate College Student Association, and called on Colonel Crawford for a legislative update.

Colonel Crawford reported that he is working in concert with the other institutions of higher education in the state on regulatory reform and all parties are unified in their efforts due to the current financial crisis. The three areas of interest and concern are: human resources; facilities and capital expenditures; and finance and administration.

Colonel Crawford then reported on the potential impact of the Federal Stimulus Bill on higher education in the state, should the governor choose to accept, would be \$80 million for facilities improvements. The Citadel's share would be approximately \$2 million.

Colonel Crawford closed by encouraging the Board to get their friends and classmates involved in The Citadel's Grass Roots Advocacy efforts to ensure that state legislators are fully aware of the college's needs.

Colonel Love reinforced the need for The Citadel's voice to be heard at the statehouse and encouraged Board members to personally attend hearings. She also voiced budget concerns over the Low Country Graduate Center and her efforts to protect this significant educational asset.

Colonel Glenn Addison, Chairman of the Strategic Planning Committee, reported no action items and reviewed progress of the strategic planning process. With the guidance of Dr. Hines and Dr. McNealy, all campus departments have participated in reviewing current proposals and recommending new ones. As a result, over 350 new objectives and actions are being proposed within the existing initiatives and the following two additional Strategic Initiatives are proposed:

- Provide outreach to the region and serve as a resource in its economic development
- Development of international leaders in a globalized world

A more detailed brief of the campus wide review and recommendations will be presented at a Corps Day meeting.

Colonel Claude Burns, Chairman, Audit Committee, reported that The Citadel received a clean report with no major discrepancies from the auditors and that the college's financial year had been a good one.

Chairman Baiden presented The Citadel Alumni Association report for Colonel Edward Carter, who was not present.

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The Alumni Association and the major tenant of the Hollings Building, the Corps of Engineers, have signed a lease extension. The Corps of Engineers has requested that the parking lot be paved. The Alumni Association will have the lot paved at an estimated cost of \$400,000.

Additionally, Mr. Ted Curtis, '64, has volunteered to serve as Citadel Alumni Association Historian in an unfunded capacity.

Chairman Baiden called on Mr. Mark Nash, President of The Citadel Brigadier Foundation, for remarks.

Mr. Nash commended the Board for all their good works on behalf of the college and Mr. Jerry Baker had been hired as Director of the Brigadier Foundation. The Brigadier Foundation will focus on fundraising among donors at the \$25,000 and below level and the Athletics Department will be responsible for the \$25,000 and above donors.

He reported that the Foundation is on track to meet all its financial obligations for the year. He also reminded everyone of the Broxton Bridge shooting event on 21 February and that the annual auction would be held on 18 April. He finished by saying how proud the Foundation was at being part of The Citadel team and supporting the college.

Mr. Charles Coe, Chairman, The Citadel Foundation, was called on for remarks.

Mr. Coe reported this past year was a good one for the Foundation as \$20.4 million was collected; this year's goal is being realistically set at \$16.5 million to account for the economic downturn. Emphasis this year will be on planned giving, class reunion campaigns, and seeking corporate and foundation grants. Endowment management has been transferred to the University of Richmond Management and Mr. Coe feels the Foundation's portfolio is in good position for the next ten years.

Mr. Coe praised the professionalism of the Foundation staff and their efforts to accomplish their mission during challenging times.

The Board next received two excellent presentations on The Citadel Counseling Center and the Sexual Assault Prevention and Response Coordinator.

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Dr. Suzanne Bufano from the Counseling Center talked about the most common personal concerns she addresses with cadets: depression, anxiety, and alcohol and drug use. She discussed the work she does with the cadre to help prepare them for the challenge of training the incoming freshmen. Her major efforts are in the area of counseling, crisis intervention, and consultation.

Mrs. Janet Shealy, Sexual Assault Prevention and Response Coordinator, explained to the Board that her purpose was to educate cadets, graduate students, faculty, staff, and the community on sexual assault and sexual harassment definitions, laws, and Citadel policies and procedures.

Additionally, she advocates for victims of sexual assault and sexual harassment; acts as a liaison between The Citadel and the community; updates college policies and procedures according to law; and acts as an agent of culture change.

She is pleased that cadet reporting of incidents is forthcoming and expressed appreciation for the great support she receives from the staff.

Chairman Baiden thanked Dr. Bufano and Mrs. Shealy for their excellent reports and the fine job they are doing to support the mission of the college.

Chairman Baiden called for a motion to go into executive session. Motion made by Colonel McQueeney and seconded by Colonel Legare. Motion passed unanimously.

A motion to come out of executive session was made by Colonel McQueeney and seconded by Colonel Addison. Motion passed unanimously.

Colonel Burns made the following motion, seconded by Colonel Addison:

MOTION

"That the Board of Visitors approves the Verification of Citizenship or Immigration Status Policy as provided for in General Order 1-1, dated 7 February 2009."

Following discussion, the motion passed unanimously.

Colonel William Jenkinson, Chairman, Honorary Degrees, Palmetto Medal, and Special Recognition Committee, made a motion to conduct a committee meeting of the whole, to review college regulations and procedures for the awarding of honorary degrees and Palmetto Medals. Motion passed unanimously.

Colonel Jenkinson led the committee in a thorough review of the nominees for honorary degrees.

Following discussion, the following unanimously committee recommendations for Honorary Degrees were presented by Colonel Jenkinson to the full Board for action:

- Major General Arthur H. Baiden III
- Mr. Bart Daniel
- Representative Harry B. (Chip) Limehouse III
- Representative John Spratt
- Mr. Anderson D. Warlick
- Speaker, SCCC Commencement
- Speaker, Citadel Graduate College Commencement

Following discussion, the recommendations of the committee were unanimously approved by all Board of Visitors members present.

Colonel Jenkinson led the committee in a thorough review of nominees for the non-cadet Palmetto Medal.

During discussion, Colonel Snyder made a motion, seconded by Colonel McQueeney, to allow the committee to select a second nominee for an award of a Palmetto Medal. Motion passed unanimously.

Following discussion, the following unanimous committee recommendations for Palmetto Medals, non-cadet, were presented to the full Board for action: Brigadier General Harry Carter and Mr. Andy Clawson.

Following discussion, the recommendations of the committee were unanimously approved by all Board of Visitors members present.

Colonel Jenkinson led the committee in a thorough review of the nominees for the Cadet Palmetto Medal.

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Following discussion, the following unanimous committee recommendation for awarding of the Cadet Palmetto Medal was presented to the full Board for action: Cadet Lieutenant Colonel Jade Roy.

Following discussion, the recommendation of the committee was unanimously approved by all Board of Visitors members present.

In closing the meeting, Chairman Baiden acknowledged the accomplishments and contribution the late Alvah H. Chapman, Jr., Class of 1942, made to his beloved City of Miami, Florida and The Citadel: Regimental Commander as a cadet; World War II hero in the air war over Europe; extraordinary newspaper publisher; CEO of Knight-Ridder; civic legend; philanthropist; and a Christian role model. He was truly the epitome of a Citadel Man.

A motion to adjourn was made by Colonel McQueeney, seconded by Colonel Love, and unanimously approved.

Meeting adjourned at 1545 hours.

Respectfully submitted,

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