

THE CITADEL BOARD OF VISITORS  
MEETING MINUTES  
13 JUNE 2009

The Citadel Board of Visitors held its annual meeting in the Multimedia Room, Holliday Alumni Center, at 0830 hours on 13 June 2009.

The following members were present: Major General Arthur H. Baiden III, Chair; Colonel Glenn D. Addison, Vice Chair; 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.; Colonel James M. McQuilla; Major General Stanhope Spears, Adjutant General of South Carolina; and Colonel Leonard C. Fulghum, Jr., member emeritus. Mr. Charles B. Coe, Chairman, The Citadel Foundation, Mr. Mark A. Nash, President of The Citadel Brigadier Foundation, and Colonel Edward B. Carter, President of 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. Jamie S. Falkenbury, President of The Citadel Graduate College Student Association, and Lieutenant Colonel Bill Woolsey, Chair of The Citadel Faculty Council, also attended.

Members absent: none.

The meeting followed the agenda at enclosure 1.

The Chair called on Chaplain Joel C. Harris for the invocation.

Mr. Mark C. 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.

General Baiden called the meeting to order.

He then called for the approval of the following minutes: 18 April 2009; 24 April 2009; and 4 May 2009.

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

The motion passed unanimously. Minutes approved.

General Baiden reviewed the meeting's agenda and further stated that the proposed board meeting schedule for 2009 - 2010 would be presented for discussion and approval, that the president's evaluation would be discussed, and that the last order of business would be the election of a new board chair.

General Baiden called on the President for his report.

General Rosa characterized this year as a good year despite the challenges associated with the transition of senior staff positions and the necessity to adjust to state-mandated budget cuts throughout the year. These circumstances required an inordinate amount of his time which limited his day-to-day interaction with the corps. However, he expressed that all trend indicators continued to move in a positive direction and he was complimentary of the staff and corps leadership for their fine efforts in dealing positively with the myriad of challenges they faced this year.

General Rosa expressed great confidence in the potential of the class of 2010 to be an exceptional leadership team. Academically, he reported that all classes were doing well and those cadets needing academic assistance were being identified and provided with services to help them improve.

He expressed pride in the completion of the college's Strategic Plan and commended the college's Strategic Planning Steering Committee and the Board of Visitors Strategic Planning Committee for their meritorious efforts in completing the plan.

Regarding the athletics program, he noted significant improvements made by the athletics department in restructuring for fiscal efficiency and enhancing their fundraising capability. He also noted that the overall GPA average of athletes continues to exceed that of the corps and that retention of athletes remains high.

General Rosa reviewed his extensive summer travel schedule to visit alumni clubs and donors. These visits are essential to the college as they are great

opportunities to update alumni and prospective donors on the current state of the college.

Additionally, at this summer's Citadel Foundation meeting, the board will begin integrating the college's strategic planning objectives into their fundraising strategies for the forthcoming capital campaign. The Krause Leadership Center will conduct a two-day workshop during the summer to further enhance and integrate the program's academic potential with the college's core curriculum.

General Rosa announced that Colonel Leo A. Mercado, USMC (Retired), Citadel Class of '79, the new Commandant of Cadets, will report for duty early in July and that

Lieutenant Colonel Chris Moore, USAF (Retired), Citadel Class of '81, has been appointed Assistant Commandant of Cadets.

In closing, the president expressed his continued concern with the college's budget and reported that if there are further reductions in the state's allocation to the college, personnel reductions will be necessary.

As a response to board members' questions concerning suicide prevention on campus, the president outlined measures being taken to strengthen cadet counseling programs and identifying at-risk students early.

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

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

Colonel Snyder, Chair of the Finance Committee, reported two action items and briefed the board on the current status of Daniel Fund Scholarship aid and then presented the following motions from the Finance Committee:

### **MOTION**

*"That the Board of Visitors approves the 2009 – 2010 annual operating budget of \$87,924,507 which includes balanced E&G and Auxiliary Budgets and the Athletics Operations Budget with supplement from Auxiliaries and Unrestricted Funds."*

Following discussion, the motion passed unanimously.

Colonel Snyder reviewed with the board the college's Identity Theft Prevention Program and presented the following motion:

**MOTION**

*"That the Board of Visitors approves the resolution establishing the college's Identity Theft Prevention Program."*

Following discussion, the motion passed unanimously.

Colonel Kastner, Chair of the Education Committee, reported no action items and updated the board on current academic affairs and spring semester academic metrics. Additionally, he discussed the status of the current Veterans Program and stated that the administration would provide proposed courses of action to expand the program at the fall meeting.

Colonel Price, Chair of the Building and Grounds Committee, updated the board on the status of various buildings and grounds projects and stated that a full report on the campus parking garage, staff quarters and m2d Master Plan projects would be presented at the fall meeting.

Colonel McQueeney, Chair of the Athletics Committee, reported no action items. Colonel McQueeney thanked Athletics Director Larry Leckonby for all his splendid efforts on behalf of the college, especially his restructuring of the athletics department for fiscal efficiency and for significant reduction of the athletics budget shortfall that he accomplished this year.

Colonel Jenkinson, Chair of the Special Recognition Committee, presented the following motions:

**MOTION**

*"That the Board of Visitors approves the Policy on Presentation of Diplomas as recommended by the administration."*

Following discussion, the motion passed unanimously.

**MOTION**

*“That the Board of Visitors approves the Naming Opportunities recommended by the Athletics Department and further approves appropriate plaques to recognize participants in this endeavor.”*

Following discussion, the motion passed unanimously.

**MOTION**

*“That the Board of Visitors approves the administration soliciting nominations from alumni to be recommended for Board of Visitors approval as The Citadel’s nominee for the Distinguished Service Award to be presented by the Medal of Honor Society at their annual banquet to be held in Charleston in October 2010.”*

Following discussion, the motion passed unanimously.

Colonel Jenkinson requested that board members begin thoughtful consideration of those distinguished persons they would like to nominate for Honorary Degrees at graduation.

Colonel Burns, Chair of the Customs and Regulations Committee, presented the following motion:

**MOTION**

*“That the Board of Visitors approves the changes to the College Regulations as presented and revised.”*

Following discussion, the motion passed unanimously.

Colonel Love, Chair of the External Affairs Committee, reported no action items, and recognized Mr. Falkenbury. She then updated the board on the Strategic Marketing Plan being developed by Mr. Mark Danes and requested that everyone encourage their classmates and friends to get involved in building up The Citadel’s “Grass Roots” initiative.

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Colonel Addison, Chair of the Strategic Planning Committee, presented the following motion:

**MOTION**

*"That the Board of Visitors approves the Strategic Planning Documents."*

Following discussion, the motion passed unanimously.

Colonel Burns, Chair of the Audit Committee, reported that Mr. Bill Fulmer, Internal Auditor, is retiring and that discussions are underway with MUSC to determine the feasibility of using some of their internal audit team on a part time basis to fulfill our requirements. He also reported that a meeting was held in May with the external auditors to establish parameters for this year's audit.

Chair Baiden called on Colonel Carter for remarks.

Colonel Carter brought the board up to date on negotiations with the Iowa State Museum to return "Big Red" to the campus for display. Evidence now indicates that this flag, captured at the end of The War Between the States by an Iowa Regiment, is the flag that was flown by Citadel Cadets on Morris Island who fired on the *Star of the West* attempting to resupply Fort Sumter on January 10, 1861.

He also reported that the building lease has been signed with the Corps of Engineers and that work was in progress to pave the parking lot, which was a condition of the lease.

General Baiden called on Mr. Nash for remarks.

Mr. Nash reported the following:

The Brigadier Foundation Annual Auction was attended by over 500 people and raised approximately \$100,000 for Citadel athletics.

The Brigadier Foundation plans to give the school \$1.1 million on or before 30 June for this year's athletics scholarship budget.

The Brigadier Foundation had approved its 2009 - 2010 budget with an estimated of giving at \$1.45 million. He stated this is a lofty goal considering the current economic conditions but expressed confidence in making it.

He said the new Brigadier Foundation staff has become a highly effective team and he is confident that the right people are in the right place.

A new business membership level has been established at \$475 to encourage local businesses to become involved with Citadel athletics. Membership initiatives include 25 tickets to a football, basketball, and baseball game for their employees and clients.

Coaches have been meeting with area clubs in Georgia and the Carolinas, raising enthusiasm for Citadel athletic programs.

The Memorial Fund Committee is discussing the possibility of selecting a new investment management team. The fund, currently at \$7.2 million, experienced an increase of 10.2% in 2009 which is an excellent return.

The athletics director requested of the Brigadier Foundation Board that the term of the president be changed to coincide with the fiscal year vice calendar year. The term will now run from 1 July to 30 June. The request was approved.

Mr. Charles Coe was called on for remarks.

Mr. Coe updated the board on the following:

Fundraising revenue is down by almost half for the first five months of 2009. Larger gifts have been affected. No contributions of \$100,000 or greater have been recorded compared to eight last year.

The brightest spot for fundraising is the continued development of class reunion campaigns. This has kept the volume of giving up and has still moved alumni to increase the size of their gifts, if only modestly.

The foundation's investments are up 8.1% (gross) for the year to date compared to the S&P index being up only 1.76% year to date.

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He announced two new foundation board members: Peter Sulick, '72 of Naples, Florida and Stephen Davis, '85 of Greenwood, South Carolina. They replace Canty Higdon, '61 and Brantley Harvey, '51.

The foundation is establishing a new board-level, strategic committee to chart foundation long range planning and develop the means to assist with the implementation of The Citadel's new strategic plan.

In closing, Mr. Coe read and presented to General Baiden a resolution from The Citadel Foundation extolling his meritorious virtues and commending him for his life long allegiance and service to The Citadel. (Copy attached.)

Chair Baiden called for a motion to go into executive session. Motion made by Colonel Jenkinson and seconded by Colonel McQuilla. Motion passed unanimously.

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

Chair Baiden announced the election of a new Chair of the Board of Visitors and called for nominations.

Major General Spears nominated Colonel Snyder; the nomination was seconded by Colonel Legare.

There were no further nominations.

In accordance with board policy, a vote was taken by secret ballot.

Colonel Snyder was unanimously elected.

Colonel Snyder accepted and recommended the reappointment of the board secretary.

Colonel Harrington, Board Secretary, was unanimously approved for reappointment.

Colonel Snyder thanked the board members for their confidence in him and stated that committee assignments would be deferred.



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General Baiden congratulated Colonel Snyder on his election and thanked the board for their support during his tenure as chair. He encouraged the board to be just as supportive to Colonel Snyder and for all to continue to support the college in a strategic manner.

The board reviewed the 2009-2010 Board of Visitors meeting schedule and approved the following dates: 1-2 October 2009; 29-30 January 2010; 16-17 April 2010; and 11-12 June 2010.

Motion to adjourn the meeting was made by Colonel McQueeney and seconded by Colonel Price. Motion passed unanimously.

Meeting adjourned at 1230 hours.

Respectfully submitted,

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