

THE CITADEL BOARD OF VISITORS  
MEETING MINUTES  
2 OCTOBER 2009

The Citadel Board of Visitors held its fall meeting in the Multimedia Room, Holliday Alumni Center, at 0830 hours on 2 October 2009.

The following members were present: Colonel Douglas A. Snyder, Chair; Colonel Glenn D. Addison, Vice Chair; Colonel William E. Jenkinson III; 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; Lieutenant General W. Michael Steele; 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. Ron Baldwin, representing the 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. Lieutenant Colonel Bill Woolsey, Chair of The Citadel Faculty Council, represented the faculty.

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.

Chair Snyder called the meeting to order.

He then called for approval of the following minutes: 13 June 2009 and 1 September 2009.

A motion to approve the minutes as presented was made by Colonel Price and seconded by Colonel Kastner.

The motion passed unanimously. Minutes approved with minor grammatical errors to be corrected.

Chair Snyder reviewed the meeting's agenda and thanked committees for meeting in advance.

Chair Snyder called on the President for his report.

General Rosa reported that the school year was off to a good start with the cadet leadership team being highly focused on being professional in their responsibilities. Their emphasis this year will be on mentoring and developing leadership skills in the 3<sup>rd</sup> class. He expressed the importance of preparing cadets to perform in an exceptional manner at summer camp, as their performance at camp dictates branch and duty assignments on graduation. He reported that summer school enrollment was down and that the college went to a four-day work week over the summer to help control operating expenses.

General Rosa expressed continuing concern over the current financial recession and the tough state fiscal environment which resulted in a reduction in force at the college. He and the staff will build on the strong foundation that has been established and work towards balancing and reshaping the college to maximize financial efficiency and effectiveness.

General Rosa stated that major challenges for the year would be to continue with the college's strategic initiatives, effectively manage the budget and to improve the marketing of the college in order to become more competitive as a school of choice. Fundraising is a major challenge during these troubling financial times. Planned giving is up at The Citadel Foundation, but general giving is down at both The Citadel Foundation and The Citadel Brigadier Foundation. Regarding the athletics program, he noted that significant steps have been made by the athletics department in restructuring for fiscal efficiency.

Chair Snyder thanked the President for his report and introduced Mr. Ken Wingate, Chairman, South Carolina Commission on Higher Education, for a presentation on the commission's plan to enhance higher education in the state.

Mr. Wingate opened his brief by stating that South Carolina was falling behind in what he called the "knowledge economy" and was not focused on supporting higher education at a level to bring about significant improvements. He succinctly pointed out the impact, economically, that this has on the state.

He then discussed the commission's three goals: to raise the state's educational levels; to increase educational research and innovation; and to improve workforce training and educational services.

To accomplish these goals, unified approach will be required of the state's institutions of higher education, their presidents and boards working in concert with the commission

to influence legislation, which over time will help enhance the state's support of higher education.

Chair Snyder thanked Mr. Wingate and then called for committee reports.

Colonel Addison, Chair of the Athletics Committee, reported no action items. Colonel Addison reported that stadium skyboxes were 100% subscribed and club seats were 81% sold; he then called on Athletics Director Leckonby for comments.

Mr. Leckonby reported that 148 athletes were named to the Southern Conference Academic Honor Roll for the spring semester. Additionally, through the accountability actions and hard work of the athletics staff, the 2009 budget was balanced and a reduction of over \$900,000 from The Citadel Trust was realized. Increased emphasis has been put into marketing and promoting Citadel Athletics which is already showing positive results by increased attendance at football games.

Following Mr. Leckonby's remarks, Colonel Burns made the following motion, seconded by Colonel McQueeney:

#### **MOTION**

*"That The Citadel Board of Visitors extends its compliments to Athletics Director Larry Leckonby and his staff for their efforts to operate the Athletics Department in a time of constrained resources, realizing in one year efficiencies of over \$1 million,"*

Following discussion, the motion passed unanimously.

Colonel Burns, Chair of the Audit Committee, reported that he had met with the college's external auditors and reported that there were no major deficiencies in the college's annual audit. The auditors complimented the accounting staff on their professionalism and efficiency. Required training for new members of the Audit Committee has been completed.

Colonel Price, Chair of the Buildings and Grounds Committee, updated the board on the status of various buildings and grounds projects and presented the following committee motions:

#### **MOTION**

*"That the Board of Visitors adds to the Long Range Strategic Objectives an initiative for acquisition of real estate adjacent to the campus"*

Following discussion, the motion passed unanimously.

**MOTION**

*“That the Board of Visitors approves that an action plan be developed to resolve outstanding issues with the 1993 Brittle Bank Parcel Agreement with the City of Charleston. Plan to be presented to the board at its February 2010 meeting.”*

Following discussion, the motion passed unanimously.

**MOTION**

*“That the Board of Visitors initiates a feasibility study to gain ownership and transfer The Citadel Beach House to The Citadel Trust for use by The Citadel as initially envisioned by the McCormick Family.”*

Following discussion, the motion passed unanimously.

Colonel Love, Chair of the Communications Task Force, reported that work continues on the college’s communication audit analysis as well as the marketing study. A steering committee has been formed to review board communication procedures. The participation of The Citadel Band and Bagpipes in the Edinburgh Military Tattoo next summer will be displayed on the web site.

Colonel Burns, Chair of the Customs and Regulations Committee, reported no action items and called on Lieutenant Colonel Weart for his brief on the honor systems of other military colleges.

Colonel Weart provided a comprehensive and informative presentation comparing the respective honor systems found in peer institutions, to include the federal academies.

Colonel Kastner, Chair of the Education Committee, reported no action items and updated the board on the Veterans Program and the Commission on Higher Education meeting he attended in Columbia. Colonel Kastner also reported on The Citadel Band and Bagpipes’ potential trip to the Edinburgh Military Tattoo in August 2010.

Chair Snyder, Chair of the Executive Committee, reported that the committee was exploring thoughts and ideas to improve board effectiveness and develop evaluation tools.

Colonel McQueeney, Chair of the External Affairs Committee, reported no action items, and updated the board on plans being developed to expand the college’s opportunity to more effectively engage the community and region in college activities.

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Lieutenant Colonel Legare, Chair of the Finance Committee, reported one action item, and briefed the board on the current status of federal stimulus funds. The following motion from the Finance Committee was presented:

**MOTION**

*"That the Board of Visitors reappoints Mr. Ron Rayevich to The Citadel Trust Board for another six-year term."*

Following discussion, the motion passed unanimously.

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

**MOTION**

*"That the Board of Visitors assigns intellectual property interests in 'Big Red' to The Citadel Alumni Association."*

Following discussion, the motion passed unanimously.

**MOTION**

*"That the Board of Visitors adopts the design of 'Big Red' with an inward facing crescent."*

Following discussion, the motion passed unanimously.

**MOTION**

*"That the Board of Visitors approves the request for a flagpole marker from the Class of 1974."*

Following discussion, the motion passed unanimously.

**MOTION**

*"That the Board of Visitors approves the nomination of Colonel Myron C. Harrington as The Citadel's nominee for recognition by the Medal of Honor Society at its annual convention in September 2010."*

Following discussion, the motion passed unanimously.

**MOTION**

*"That the Board of Visitors approves the naming of the Jenkins Hall Foyer for General Hugh P. Harris, USA."*

Following discussion, the motion passed unanimously.

**MOTION**

*"That the Board of Visitors approves the naming of the School of Engineering Conference Room for Mr. Bernard K. Gordon."*

Following discussion, the motion passed unanimously.

Lieutenant General Steele, Chair of the Strategic Planning Committee, had no action items and briefed the board on publishing The Citadel Blueprint and its scheduled distribution later in the month. He pointed out that the plan was a good starting point but that significant financial resources would be required to fulfill objectives. He noted that \$500,000 had been made available by the president to move forward with priority requirements.

Chair Snyder called on Colonel Carter, President Citadel Alumni Association, for remarks.

Colonel Carter thanked the board for its support in helping the association obtain "Big Red" from the state of Iowa.

He also reported that the GSA lease has been signed with the Corps of Engineers for three years and that the paving of the parking lot, a condition of the lease, will be completed shortly. He further stated that at the end of three years the association would be debt free.

Chair Snyder called on Mr. Ron Baldwin, representing The Brigadier Foundation, for remarks.

Mr. Baldwin reported that The Citadel Brigadier Foundation raised \$1.4 million this year and established a goal of \$1.68 million for the coming year. A chair in memory of John Baker, a past president of the Brigadier Foundation, has been placed in Riley Park. The Brigadier Golf Tournament raised a record \$80,000 this summer.

Chair Snyder called on Mr. Dennis Bergvall, representing The Citadel Foundation, for remarks.

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Mr. Bergvall expressed both his thanks and that of the foundation for the board's support and participation in The Leaders in Philanthropy event. He pointed out that since the restructuring of the Foundation in 2001 and the start of the capital campaign in 2002, the amount of money raised more than doubled over previous efforts. For the period 1998 to 2002, an average of \$9.1 million per year was raised. From 2002 to 2009, approximately \$21 million per year was raised. Currently cash and deferred giving is down and planned giving is up. Mr. Bergvall concluded his remarks by discussing fundraising strategies to support a Daniel Library grant proposal.

Chair Snyder thanked Mr. Bergvall and called for a motion to go into executive session.

Motion to go into executive session made by Colonel Addison and seconded by Colonel McQueeney. Motion passed unanimously.

Motion to come out of executive session made by Colonel Price and seconded by Colonel McQueeney.

Chair Snyder called for the board to recess at 1500 hours and to reconvene and continue the executive session on Saturday, 3 October.

Chair Snyder reconvened the meeting on Saturday, 3 October at 0830 hours in the Jenkins Hall Board Room. All members from the Friday session were present.

Colonel Addison made a motion to continue the executive session, seconded by Colonel Price. Motion passed.

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

Chair Snyder called for a motion to adjourn. Motion made by Colonel Price and seconded by Colonel McQueeney. Motion passed.

Meeting adjourned at 1030 hours.

Respectfully submitted,

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