

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
30 JANUARY 2010

The Citadel Board of Visitors held its winter meeting in room 295 of Bond Hall at 0830 hours on 30 January 2010.

The following members were present: Colonel Douglas A. Snyder, 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; Lieutenant General W. Michael Steele; and Colonel Leonard C. Fulghum, Jr., member emeritus. 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, The Citadel Brigadier Foundation, were in attendance. Also in attendance were Lieutenant General John Rosa and senior members of his staff. Colonel Bill Woolsey, Chair of The Citadel Faculty Council, represented the faculty.

Members absent: Major General Stanhope S. Spears.

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 the approval of the 5 December 2009 minutes. Minutes were unanimously approved with corrections noted.

Chair Snyder called on the President for his report.

President Rosa noted for the Board that the first semester had been satisfactory. The biggest challenges had been the adjustment by the Corps to the leadership of our new Commandant of Cadets and dealing with the new budget realities. He stressed that Colonel Mercado was fully committed to upholding college regulation standards and that he was stressing responsibility and accountability to the Corps. The staff has responded with exceptional effort and professionalism to remediate budget deficiencies and to ensure the college's mission is not denigrated.

The president then reviewed his major priorities for the year:

- First, maintain a strict watch on the current budget to conserve the college's limited financial resources for this fiscal year with recognition that planning for next year's budget as well as those of the next four or five years will present additional financial challenges to the college.
- Second, maintain the momentum of the college's strategic plan by prioritizing initiatives and allocating \$500,000 to the most essential portions of the plan.
- Third, expand the marketing efforts of the college with an emphasis on increasing enrollment in The Citadel Graduate College.
- Fourth, implement the recommendations of the Financial Assessment Group to enhance the college's financial management capability.
- Fifth, improve the college's communications network with all constituents with a specific emphasis on website enhancement.

Following a discussion on cadet issues and ways to shape the Corps as principled leaders, the president closed by again reviewing the primary strategic issues of finances and infrastructure requirements that the college and Board need to be focused on.

Chair Snyder thanked the President for his report and called for committee reports.

Minutes of the Board of Visitors Meeting
30 January 2010
Page three

Colonel Addison, Chair of the Athletics Committee, reported no action items and briefed the Board on the potential to refinance stadium debt to reduce annual payments by as much as \$400,000. He further reported that the average GPA of our athletes was higher than the Corps of Cadets' average and that a Brigadier Club membership drive and fundraiser was underway. Colonel Addison called on Athletics Director, Mr. Larry Leckonby, for comment.

Mr. Leckonby reported that Mr. Bob Winch, women's soccer coach, had been named Southern Conference Soccer Coach of the Year for his outstanding effort in improving the success of the college's soccer team. Mr. Leckonby also reported that several assistant football coaches may be moving on to other programs.

Colonel Burns, Chair of the Audit Committee, reported no action items and briefed the Board on his discussions with both external and internal auditors. He pointed out that actions were underway to restructure The Citadel Alumni Association's business and accounting procedures for handling rentals of Citadel facilities. The college's new internal auditor has quickly established herself and is effectively dealing with the myriad of issues associated with her position.

Colonel Price, Chair of the Buildings and Grounds Committee, reported no action items and briefed the Board on the status of federal stimulus funds. A total of \$1,273,508 has been allocated to essential projects, with the Capers Hall renovation receiving the majority of the funding at \$1,056,000. A strategic reserve has been established with the remainder of the funds. He pointed out that \$1,300,000 is available for the Daniel Library renovation; work will commence in April with a scheduled completion date of December.

Colonel Price also stated that upon detailed review of the Campus Parking Garage, Campus Quarters and Campus Master Plan projects, it was determined that as necessary as the projects may be, it is not economically feasible to go forward with any of them at this time.

Colonel Burns, Chair of the Customs and Regulations Committee, reported no action items and brought the Board up to date on cadet appeals and ongoing issues related to the appeals process.

He expressed concern over the Citadel's ring policy in regards to allowing senior cadets to receive a ring who are academically qualified but have significant disciplinary issues that may result in dismissal before graduation. He will review this issue with the Commandant of Cadets and The Citadel Alumni Association Executive Director.

Colonel Kastner, Chair of the Education Committee, reported no action items and updated the Board on the Veterans Program which is off to a slow start but has excellent growth potential. Colonel Kastner also pointed out that over 100 cadets are receiving GI Bill benefits due to their parent's military service. Additionally, Colonel Kastner pointed out the positive effects that The Citadel Success Institute was having on fourth class retention. He noted that VMI has 50% of incoming freshmen go through their summer institute with significant funding from their foundation. The goal for this summer's Citadel Success Institute class is 150 incoming freshmen.

Colonel Snyder, Chair of the Executive Committee, reported that the committee continues to explore thoughts and ideas to improve Board effectiveness and develop evaluation tools. Consideration may be given to bringing in a facilitator from the Association of Governing Boards to assist in the process.

Colonel McQueeney, Chair of the External Affairs Committee, reported no action items, updated the Board on the college's Strategic Communications Plan with the focus now on increasing outreach to all constituencies by conducting campus-wide town hall-style meetings. Meetings are conducted every other month with vice presidents participating as well as the president. Additionally, actions to enhance the marketing of the college are progressing well using the website, facebook, and *The Citadel Magazine*.

He reported that the Bulldog Network has enrolled 300 additional members and cadet admissions applications for next year are up significantly.

Colonel Perez was thanked for his BOV updates to keep members abreast of college activities.

Minutes of the Board of Visitors
30 January 2010
Page five

Colonel Legare, Chair of the Finance Committee, reported no action items, and informed the Board of the following:

That on the first of January The Citadel Trust moved 40% of its funds to Spider Management in Richmond, Virginia.

The Citadel's state appropriations have decreased markedly from the beginning FY 09 level of \$16.3M down to the current FY 10 level of \$11.3M, a reduction of 30.89%.

It is anticipated that another cut is likely for The Citadel during the current FY 10 budget year; FY 11 state appropriations are likely to be cut an additional 15% beyond the FY 10 ending appropriation level.

The realities of this new fiscal environment will change the way we operate and will impact budget development and fiscal priorities.

General Steele, Chair of the Strategic Planning Committee, had no action items and briefed the Board on the Strategic Planning Year-Two Prioritization Timeline which reconvenes the Strategic Planning Working Group with expanded faculty participation in mid-February; prioritizes strategic planning proposals by revenue generation and cost savings during February; reconciles prioritization of forward trajectory and revenue generation/cost savings during March and April; and in May announces Year-Two funding for distribution in July.

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 details of The Citadel band's participation in the Edinburgh Tattoo next summer will be placed on the website.

Chair Snyder directed the board secretary to enter the written remarks of Lieutenant Colonel Stephen D. Peper, President of The Citadel Alumni Association, into the record.

The Alumni Association is moving forward to return "Big Red" to The Citadel with an anticipated arrival date in mid-March. The flag will be displayed in the atrium area of the Holliday Center and all required security and humidity

controls have been implemented. Over \$65,000 has been donated and/or pledged to cover expenses; the Class of 2010 is the lead donor. The formal unveiling is planned for 19 March 2010, prior to the Corps Day Parade.

The association will donate a class ring valued at \$800 to Cadet Patrick Lally, when he becomes eligible, who made a shot from half court at a basketball game.

The association has successfully negotiated and signed a new three-year lease with two one-year options with the Army Corps of Engineers on the Hollings Building. Major General LeTellier was thanked for his work to ensure the success of the negotiations.

Colonel Peper met with President Rosa to discuss avenues or opportunities the association may align itself with in order to assist the college in the current uncertain financial environment.

Chair Snyder called on Mr. Nash, President of The Citadel Brigadier Foundation, for remarks.

Mr. Nash reported the Brigadier Foundation had its best six months of fundraising ever, raising a total of \$609,000. A new fundraising initiative has begun offering a photograph of an alumni's name spelled out on the football field or Summerall Parade ground using digital technology to make it appear that the name is formed by cadets. In the first ten days over \$60,000 was raised. He encouraged Board members to participate. He reminded the Board of the upcoming Brigadier Foundation events: the Braxton Ridge Fun Shoot on 20 February, and the annual auction on 17 April. He closed by commending the hard work of Executive Director, Mr. Jerry Baker, and the Brigadier Foundation staff.

Chair Snyder called on Mr. Coe, Chairman of The Citadel Foundation, for remarks.

Mr. Coe reported that although 2009 was a challenging year, the foundation was successful in raising \$20.5 million. As expected, cash gifts were down but planned giving was up. The foundation has set a goal of raising \$21 million for 2010, with \$11 million being the cash goal.

Minutes of the Board of Visitors
30 January 2010
Page seven

The foundation staff is exploring ways to get more alumni involved and is working to identify alumni with potential for significant gifts. Currently only about 33% of our alumni are participating in the foundation's various gifting programs.

Mr. Coe expressed his desire for the Board to consider appropriate levels of recognition of significant donors.

Chair Snyder thanked everyone for their reports and called for a motion to go into executive session to discuss active and pending litigation.

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

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

Chair Snyder called for a motion to go into executive session to discuss financial contractual matters.

Colonel McQueeney made a motion to go into executive session, seconded by Colonel Price. Motion passed.

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

Chair Snyder called for a motion to go into executive session to discuss personnel matters.

Colonel Burns made a motion to go into executive session, seconded by Colonel Addison.

Colonel Addison made a motion to come out of executive session, seconded by Colonel McQuilla.

Chair Snyder called for a motion to go into executive session to review the cadet appeals process.

Minutes of the Board of Visitors
30 January 2010
Page eight

Colonel Addison made a motion to go into executive session, seconded by Colonel Kastner.

Colonel Love made a motion to come out of executive session, seconded by Colonel McQueeney.

The following motion was made by General Steele and seconded by Colonel Love:

MOTION

"That effective immediately, the president is the final appellant authority for all disciplinary punishments dealing with suspensions, dismissals and expulsions. Further, the Customs and Regulations Committee will work with the administration to establish procedures so that section VI, subparagraphs 5 and 6, of the College Regulations are amended to reflect this change."

Following discussion, the motion passed unanimously.

The Board then turned its attention to determining those to be awarded Honorary Degrees and Palmetto Medals.

Procedures for the awarding of Palmetto Medals were reviewed by Colonel Addison with one medal to be awarded to a non-cadet and one medal to a cadet.

Following discussions of the nominees for the non-cadet award, a secret ballot was conducted and Colonel Thomas Dion of the Department of Engineering was selected unanimously.

Following discussions of the nominees for the cadet award, a secret ballot was conducted and Cadet William J. "Trey" Swinton, III was selected unanimously.

Procedures for the awarding of Honorary Degrees were reviewed and discussed.

Nominees for honorary degrees were discussed and a secret ballot was conducted.

Minutes of the Board of Visitors
30 January 2010
Page nine

Following the balloting, the following motion was made by Colonel Kastner and seconded by Colonel McQueeney:

MOTION

"That the Board of Visitors exercises its prerogative to expand the number of Honorary Degrees to be awarded at the SCCC commencement to four."

Following discussion, the motion passed by a margin of six to four.

The following were unanimously selected to be awarded an Honorary Degree at the South Carolina Corps of Cadets commencement:

Mr. Bob Schieffer, commencement speaker
South Carolina State Senator Mike Rose
Lieutenant Colonel Randy Bresnik, USMC
Mr. Mark Buoniconti
Dr. Bernard Gordon
Ms. Barbara Williams

Colonel Addison made a motion to adjourn, seconded by Colonel McQueeney. Motion passed unanimously.

Meeting adjourned at 1500 hours.

Respectfully submitted,

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