

THE CITADEL BOARD OF VISITORS  
MEETING MINUTES  
18 SEPTEMBER 2010

The Citadel Board of Visitors held its fall meeting in the Board Room, Jenkins Hall, at 0830 hours on 18 September 2010.

The following members were present: Colonel Douglas A. Snyder, Chair; Colonel Glenn D. Addison, Vice Chair; 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; Colonel Dylan Goff; Colonel Leonard C. Fulghum, Jr., member emeritus; and Mr. Rod Baldwin, President The Citadel Brigadier Foundation. Also in attendance were Lieutenant General John W. Rosa, President, and senior members of his staff.

Voting members absent: none.

The meeting followed the agenda at enclosure 1.

The Chair called on Colonel Burns 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 and thanked the board members for their leadership during these challenging times. He emphasized the need for the board to stay at the strategic level and focus on: people first, strategic systems thinking, and efficient and effective communications both within the board and with external groups.

He then called for the approval of the following minutes:

- 12 June 2010, motion to approve made by Colonel Burns and seconded by Colonel McQuilla. Unanimously approved.
- 2 August 2010, motion to approve made by Colonel Burns and seconded by Colonel Kastner. Unanimously approved.

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- 13 August 2010, motion to approve made by Colonel Burns and seconded by Colonel Love. Unanimously approved.
- 1 September 2010, motion to approve made by Colonel Burns and seconded by Colonel Love. Unanimously approved.

Chair Snyder called on President Rosa for his report.

President Rosa expressed his satisfaction with The Citadel team getting the school year off to a good start. They are focused, following the strategic initiatives [Blueprint](#) and working in concert to bring the college to the next level.

The Commandant's Office is making considerable progress in transitioning to one standard, one mission and one corps. All indicators point to the corps moving in the right direction under strong cadet leadership.

The Sophomore Seminar, which started up this fall, has created an aura of excitement among both faculty and students and will significantly enhance cadet potential and the growth of the Krause Center.

The Provost continues to review ways to improve academic growth of students performing below their potential and other measures to increase the college's graduation rate.

The President indicated that the refinancing of the stadium loan will "free" up \$400,000 this year and that work continues in the Athletics Department to reduce expenses and limit the amount of funds needed from The Citadel Trust to support athletics.

He expressed his pleasure that athletes were beginning to become more involved with the corps and expressed the need for them to be an integral part in order to completely develop the full potential of the corps.

He reported that cost saving measures implemented over the summer saved the college \$41,000 and that The Citadel Success Institute had a record enrollment this summer and turned a profit.

President Rosa said past budget cuts and those yet to come posed the biggest challenge to the college, its growth and strategic planning. To continue to move forward, college fundraising must be consolidated; in that regard the President is

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working with all college fundraising entities to bring about a joint coordinated effort to support the college's strategic plan.

In closing, the President expressed his confidence in the staff and faculty and their ability to meet the challenges facing the college. Despite adversities, staff and faculty efficiency and effectiveness have not been impacted.

Chair Snyder called for reports from committees with action items.

Colonel Addison, Chair of the Special Recognition Committee, reported that a request to honor past presidents by a naming opportunity had been received. He said he would like to receive ideas and input from board members to review and consider. This will be covered in more detail at a future board meeting.

Chair Snyder called on Mr. Baldwin for remarks from The Citadel Brigadier Foundation (TCBF).

Mr. Baldwin reported that TCBF ended fiscal year 2009-2010 on a successful note as membership increased by 8% and revenue by 12%. A total of \$1.23 million was presented to the Athletics Director for athletic scholarships.

TCBF has started the new year strong with both membership and fundraising up over this time last year. A goal of \$1.5 million has been set for 2010-2011.

The Kickoff Golf Classic, headed by Rod Mosley, was a huge success, netting a profit of almost \$100,000. The annual auction committee is working to realize another "close to \$100,000 net profit."

Mr. Baldwin noted that several new committees are being formed and the annual Memorial Fund Banquet will be held on 21 October.

In closing, he recognized the following Committee Chairs who are working tirelessly to make the year successful: Al Kennickell, Danny Quirk, Don Pope, Tom O'Brien and Dave Morelli.

Chair Snyder called for a motion to go into executive session to discuss legal and contractual matters. Motion made by Colonel Price, seconded by Colonel Kastner and unanimously approved.

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

There being no further business, Colonel McQuilla made a motion to adjourn, seconded by Colonel Kastner. Meeting adjourned at 1200 hours.

Respectfully submitted,

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