

THE CITADEL BOARD OF VISITORS  
MEETING MINUTES  
29 JANUARY 2011

The Citadel Board of Visitors held a meeting in the Board Room, Jenkins Hall, at 0830 hours on 29 January 2011.

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 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 W. Goff; Colonel Leonard C. Fulghum, Jr., member emeritus; Mr. James R. Baldwin, President of The Citadel Brigadier Foundation, and Colonel Ralph F. Tice, President of The Citadel Alumni Association. Also in attendance were Lieutenant General John Rosa and senior members of his staff. Miss Diane Knich from the *Post and Courier* attended as well.

Voting members absent: Colonel Claude W. Burns, III.

The meeting followed the agenda at enclosure 1.

The Chair called on Chaplain 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 and thanked the board members for their strategic focus during these challenging times. He thanked the college administration for all their hard work in preparing for the meeting.

He then called for the approval of the following minutes:

18 September 2010  
1 October 2010  
1 November 2010  
1 December 2010  
4 December 2010  
16 December 2010  
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The motion to approve the minutes as one was made by Colonel Kastner and seconded by Colonel Love. The minutes were approved unanimously.

Chair Snyder called on President Rosa for his report.

President Rosa opened by thanking the board for their full engagement in the challenges facing the college, particularly those with finances and strategic planning.

The Corps of Cadets continues to excel in academics and is responding positively to its cadet leadership, which has been very strong and consistent through out the battalions. All indicators point to the Corps moving in the right direction.

Admissions for 2011-2012 are ahead of expectations and we are seeing interest increase among women and minority applications.

He reported that two dean searches were underway and that three highly qualified candidates had been identified for the new position of Executive Vice President for Finance, Administration, and Operations.

He noted uncertainty as to the percentage of the state appropriation reduction in the upcoming budget cycle. It could be as much as 15%. The college has reduced staff by 12% over the past three years to help offset the reduction of state funding. This has been a part of reducing operating expenses by \$5.7 million over the past three years. He went on to say that operational efficiency of the college has improved but a more focused effort by the college fundraising entities must be made to ensure the college's continued growth and competitiveness in the marketplace.

He closed by noting the excellence of The Citadel Foundation's efforts this past year, emphasizing that we needed to get the alumni more involved as funds raised by The Citadel Foundation and The Citadel Brigadier Foundation will become critical in supporting the initiatives in The Citadel Blueprint as the college moves forward.

Chair Snyder called for reports from committees with action items.

General Steele, acting as Chair of the Audit Committee in the absence of Colonel Burns, presented the following committee motion:

**Motion**

*“That The Citadel Board of Visitors approves changes to the Audit Charter to bring it in compliance with College Regulations”.*

Following discussion, the motion passed unanimously.

Colonel Price, Chair of the Building and Grounds Committee, presented the following committee motion:

**Motion**

*“That The Citadel Board of Visitors approves the adoption of the full Campus Master Plan document in concept as presented.”*

Following discussion, the motion passed unanimously.

Colonel Price reviewed for the board those facilities projects in process or recently completed. He complimented Colonel Yeatts on the outstanding job he and his staff are doing to maintain and improve college facilities.

Colonel McQueeney, Chair of the External Affairs Committee, presented the following motion;

**Motion**

*“That the Board of Visitors approves the request of The Citadel Alumni Association to re-examine the current Citadel Museum mission/policy directives”.*

Following discussion, the motion passed unanimously.

Colonel McQueeney complimented Colonel Perez and his office for their outstanding work in developing the college’s new marketing logo, “It’s Up to You.”

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Colonel Legare, Chair of the Finance Committee, presented the following motion:

**Motion**

*"That the Citadel Board of Visitors approves the change in The Citadel Trust by-laws to state that 'An annual meeting shall be held during the first quarter of the fiscal year (July, August, or September)'."*

Following discussion, the motion was unanimously passed.

Colonel Love, Chair of the Communications Task Force, reported no action items but complimented the office of External Affairs for the superb work on the branding logo, "It's Up To You." She further noted that work continues on fine tuning the college's communications matrix and expressed her appreciation that The Citadel Graduate College alumni were being included in the Foundation's fundraising efforts.

Chair Snyder called on Colonel Tice, President of The Citadel Alumni Association, for remarks.

Colonel Tice reviewed alumni association efforts to increase membership, improve communications with constituents and financially support Krause Leadership Center initiatives. In regards to the Krause Leadership Center, Colonel Tice reported that the alumni association would contribute \$350,000 to support the programs highlighted in The Citadel Blueprint.

He further said The Citadel Alumni Association was making vigorous efforts to chronicle noteworthy achievements of Citadel alumni in the military, business and other professions. Also of interest was his announcement that the Balfour Company had recently been awarded a five-year contract to produce the class ring. Balfour has indicated they would like to place a 3500 pound replica of The Citadel Ring at an appropriate location on campus. A picture of a mock-up of the ring was impressive. A decision regarding this offer will be made later.

Colonel Tice closed by expressing his pride in being part of the team to move the college forward.

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

Mr. Baldwin reported on the multitude of efforts underway by The Brigadier Foundation to encourage new members and membership upgrades as well as increasing the level of fundraising activities.

He reported that the annual golf classic netted \$88,000 this year, an increase of \$20,000 from last year. He acknowledged the hard work and dedication of Auction Committee members Dave Morelli, Jim Maxon and Mike Robinson, who are working diligently on this year's major fundraising event, the annual auction. The auction is scheduled for April 30<sup>th</sup> and everyone is encouraged to participate.

He closed by reporting that the Brigadier Memorial Fund had increased by 14.5% over the past six months, up to \$8.7 million from \$7.6 million.

Chair Snyder called on Mr. Dennis Bergvall, Executive Director of The Citadel Foundation, for remarks.

Mr. Bergvall commented on the successful campaign that raised \$19 million of a \$20 million goal and acknowledged the critical role the Foundation has in continuing to move the college forward. The Foundation is in the process of staff restructuring to maximize efficiency and effectiveness. The Foundation is also making a major effort to reach out to corporations and friends of the college to enhance fundraising.

Mr. Bergvall brought to the board's attention a request to place a campus memorial to the late Major Herb Day, former Director of The Citadel Band. A formal presentation will be made to the board at its April Meeting.

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

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

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Colonel Addison, Chair of the Special Recognition Committee, opened the meeting for discussion of awarding Honorary Degrees and Palmetto Medals by reviewing the *College Regulations* and the respective nominations for each. After deliberation and discussion, a vote was taken for the awarding of the Cadet Palmetto Medal. Cadet Arthur B. Jordan was unanimously selected as the recipient for 2011.

The Chair called for a motion to go into executive session to discuss personnel matters. Motion made by Colonel Legare, seconded by Colonel Love and unanimously passed.

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

Chair Snyder made the following announcements:

Unanimously selected for the awarding of an Honorary Degree at the 2011 Graduation Ceremony:

Mr. George Will, Commencement Speaker  
Mr. Charles B. Coe  
Mr. William B. Endictor  
Mr. Charles A. Klinger  
Senator John C. Land III

Dr. Harvey Schiller was unanimously selected for the award of the non-cadet Palmetto Medal.

There being no further business, Colonel McQueeney made a motion to adjourn, seconded by Colonel Love. Meeting adjourned at 1220 hours.

Respectfully submitted,

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