

THE CITADEL BOARD OF VISITORS  
MEETING MINUTES  
27 JANUARY 2012

The Citadel Board of Visitors held a meeting in the Scarborough Multimedia Room, Holiday Alumni Center, at 0815 hours on 27 January 2012, to receive an informational brief from the Institutional Program Assessment Committee and to receive committee reports.

The following members were present: Colonel Douglas A. Snyder, Chair; Colonel Glenn D. Addison, Vice Chair; Colonel Allison Dean Love; 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; Lieutenant General John B. Sams, Jr.; Colonel "Tee" Hooper; and Colonel Leonard C. Fulghum, Jr., member emeritus. Also in attendance were President John W. Rosa; senior members of The Citadel staff; Mr. Crawford Moore, representing The Citadel Alumni Association; and Major George L. Rudolph, Chair of the faculty council.

Voting members absent: none.

The meeting followed the agenda at enclosure 1.

Colonel Myron Harrington, Board Secretary, stated that the meeting was in compliance with the Freedom of Information Act in that notice had been posted in accordance with called meeting procedures. Local media sources were immediately notified.

Chair Snyder opened the meeting and called on President Rosa.

President Rosa introduced Dr. John Palms, Chairman of the Institutional Program Assessment Committee (IPAC), and the committee members. The committee was appointed by the President to provide a comprehensive assessment of the College's programs as well as a self-evaluation, in accordance with SACS model, to determine program effectiveness and to make recommendations to enhance our programs.

Dr. Palms outlined the parameters that the committee would follow emphasizing the informal nature of the study and noted the self-study approach which will be used for the review is consistent with higher education assessments across the nation.

Chair Snyder called for committee reports.

General Steele, Chair of the Strategic Planning Committee, presented a review of the integration of BOV guidance with Blueprint II. In summary, the administration proposes a six-year time line for the Blueprint with a "Refresh" period at the three-year mark. This allows for:

- Linking of Blueprint II with advancement and development efforts
- Identification of funding requirements and coordination of those requirements with The Citadel Foundation (TCF)

- A more manageable plan and enhancement of the College's ability to forecast emerging technology, bond bills and regulatory requirements
- Alignment with regional and specialized accreditation timelines.

Approval for Blueprint II will be an action item at Saturday's meeting.

Colonel Love, Chair of the Education Committee, highlighted the following for the Board's information:

- New Citadel Graduate College programs being developed to meet community needs (Homeland Security, Environmental Science & Leadership)
- Coordinating with Trident Tech and others to enroll their two- year graduates
- The Citadel four- year graduation rate remains highest in the state
- Lowcountry Graduate Center is well utilized by The Citadel with more courses than the College of Charleston
- Number of veteran students has increased to 41
- Four hundred cadets are receiving VA benefits based on their parent's service

Colonel Hooper, Chair of the Finance Committee, provided an informational briefing of the College's current financial status by reviewing slides that capsulated the mid-year review as of December 2011. Following are highlights:

- Revenues are slightly above budget but not as well as expected
- 2<sup>nd</sup> quarter actual revenues are higher because the majority of tuition and fees are posted by December
- 2<sup>nd</sup> quarter expenditures are in line with historical spending rates

He pointed out that the budget was developed for lower than expected revenues and spending was consistent with last year. The respective vice presidents have been directed to review their spending plan to ensure their department needs are being met. Reserve funds will be programmed to support deferred maintenance and strategic initiatives.

- Auxiliaries revenues are trending slightly higher than budget
- Auxiliaries expenditures are trending well below budget
- Athletic revenues are slightly below budget
- Athletics Department is committed to managing expenses so as not to exceed budgeted amounts

Colonel Hooper called on Brigadier General Thomas J. Elzey, Executive Vice President, to discuss the semi-annual report for the TCF grant.

General Elzey reviewed the integration of the Boston Consulting Group's recommendations to enhance revenues with the Blueprint's strategic initiatives and the accounting for TCF funds expended.

Colonel Hooper closed by addressing the College's deferred maintenance concerns and the need to develop a strategy to help resolve this deficit.

Colonel Goff, Chair of the Audit Committee, reviewed the NCAA audit which was an internal review to comply with NCAA guidelines. He stated it was a "clean" report with no issues. Proposals for audit services should be available for his committee to review by the middle of February. In closing, Colonel Goff reported on three Hot Line allegations that are currently in the process of being investigated and resolved. He also discussed initiatives underway to improve awareness of the Hotline to employees.

Colonel McQueeney, Chair of the Athletics Committee, reviewed the Athletics briefing:

- Athletic GPA's remain above Corps average
- Athletic Staff is functioning in an outstanding way
- Completion of basketball locker room will help recruiting
- The Citadel Brigadier Foundation (TCBF) is implementing initiatives to increase Brigadier Club Membership and fundraising
- Realignment of Brigadier Club membership year, football season to baseball season
- Improved suites/club sales at the stadium, small financial reserve in place
- Plans in-place to renovate Altman Center
- Major gift fund raising is up, \$1.2M raised in six months against \$1.5 annual goal.

Colonel McQueeney closed by reporting The Citadel Foundation was in the process of hiring a senior-level employee whose primary responsibility will be fundraising for Citadel Athletics.

Colonel Price, Chair of the Buildings and Grounds Committee, presented a comprehensive review of the following completed projects:

- Parking lots at Congress Street and the former City Gym site created 307 additional parking spaces completed within budget
- Completion of the McAlister Field House basketball locker room is a state-of-the-art project
- Citadel ring plaza
- JHS East Side press box and West Side club canopies
- Chapel pew refinishing
- Letellier Hall and Grimsley Hall exterior painting
- New fire alarm system – Seignious Hall and Physical Plant
- Class of 1962 Stadium Plaza project

Major capital projects update:

- Daniel Library repairs and window replacement - 30% complete
- Bond and Byrd Hall repairs - awards in progress funded by TCF grant
- Mark Clark Hall repairs, in-design bids, 23 February funded from state deferred maintenance funds
- Byrd Hall Chemistry Lab, in-design, will be state of the art - \$150K
- Watts Barracks HVAC project, \$500K, will be complete summer 2012
- Auxiliary Services: Coward Hall refrigeration and ceiling tile replacement. Mark Clark Hall Canteen renovation funded by ARA; and Laundry and Dry Cleaning \$650K
- Deas Hall Structural repairs, in-design Investigation
- Pending capital projects contingent on state funding of \$2.7M
- Faculty House renovation, \$900K
- Daniel Library fire alarm system, \$352K. Colonel Yeatts to explore alternatives to water system
- Jenkins Hall auditorium renovation \$270K
- Byrd Hall Auditorium, \$225K
- Byrd Hall Chemistry Labs, \$675K
- Jenkins Hall Armory, \$250 - not in compliance with Army standards

Colonel Price closed his presentation with an update on the acquisition of the railroad spur which is still in negotiations with the city.

Colonel Addison, Chair of the External Affairs Committee, presented the following highlights for the Board:

- Six billboards positioned throughout the state advertising "We're #1"
- Aggressively marketing veterans' programs
- Promotion of College through Google Adwords and social media
- Increasing community awareness of cadet community service activities

Colonel Addison also reported that the Reville case was not an issue in Columbia; a hazing law directed at the College had been tabled; several Citadel representatives were not running for reelection; and legislation was being crafted with Citadel assistance to make K2 Spice illegal.

Colonel Fulghum, Chair of the Trustees Committee, updated the Board on the status of the Daniel Fund Scholarships: \$127,872 was budgeted and expenditure for enrolled cadets is \$121,250. Recommendations to award the remaining \$6,622 to selected cadets were approved.

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Mr. Moore, Vice President of The Citadel Alumni Association (CAA), briefed the Board on current CAA activities, including the establishment of a Ring Scholarship Fund to assist cadets with purchasing their rings. The cost of a ring is now \$1100. The Association is working with the administration to ensure that their strategic plan is integrated with the College's Blueprint II.

Mr. Larry Leckonby, Athletics Director, reported for The Citadel Brigadier Foundation that an aggressive campaign was underway to raise funds for athletics; joint fundraising initiatives with TCF were being explored; and an aggressive marketing and communication plan is being developed. He closed by reminding the Board of the annual Auction to be held on 14 April 2012.

Chair Snyder called for a motion to go into executive session to discuss honorary degree candidates. Motion to go into executive session made by Colonel Goff, seconded by Colonel Love, and unanimously passed. Motion to come out of executive made by Colonel Price, seconded by Colonel Love, and unanimously passed.

Colonel Mercado, Commandant of Cadets, provided an excellent brief to the Board on the challenges associated with changing the culture of the Corps of Cadets. His brief covered a wide variety of concerns: disciplinary, leadership, Corps squad relationships, race and ethnicity, and sexual assault. He closed by pointing out the following as areas of emphasis for continued improvement: gender and race relations, alcohol and substance abuse, Corps-Corps squad relations, and adherence to rules and regulations.

Dr. Suzanne Bufano, Director of The Citadel Counseling Center, presented an excellent brief on the services provided by her office.

Colonel McQueeney motioned for adjournment, seconded by Colonel Love, and passed unanimously.

Meeting adjourned at 1200 hours.

Respectfully submitted,

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

