

THE CITADEL BOARD OF VISITORS  
MEETING MINUTES  
24 AND 25 JANUARY 2014

The Citadel Board of Visitors held its winter meeting in Room 295, Bond Hall, at 0830 hours on 24/25 January 2014 to receive reports, discuss Board restructure, conduct executive sessions for legal and personnel matters, and to tour the School of Humanities and Social Sciences with a briefing from the Dean.

The following members were present: Lieutenant General W. Michael Steele, Chair; Colonel Dylan W. Goff, Vice Chair; Colonel Douglas A. Snyder; Colonel Allison Dean Love; Colonel Glenn D. Addison; Lieutenant General John B. Sams, Jr.; Colonel "Tee" Hooper, Jr.; Colonel Peter M. McCoy, Sr.; Colonel Robert H. Nuttall, Sr.; Colonel L. E. "Gene" Pinson; Colonel Greg A. Lapointe; Major General Robert E. Livingston, South Carolina State Adjutant General; Brigadier General Mick Zais, South Carolina State Superintendent of Education; Chairman Emeritus, Colonel Leonard C. Fulghum, Jr.; Lieutenant Colonel W. Crawford Moore, Jr., President, The Citadel Alumni Association; and Mr. Claudius E. Watts IV, Chairman, The Citadel Foundation. Also in attendance were Lieutenant General John W. Rosa, President; senior members of The Citadel staff, and Mr. M. Dawes Cooke, Jr., external counsel.

Voting members absent: none. A quorum was present.

The meeting followed the agenda at enclosure 1.

Colonel Goff stated the meeting was in compliance with the Freedom of Information Act.

Chair Steele called the meeting to order, reviewed the agenda, and introduced Lieutenant Colonel Stephenie Hewett, Associate Professor in the School of Education. Colonel Hewett was recognized and praised for her excellent work in leading the college-wide initiative to have all personnel, faculty, staff, students and members of the Board of Visitors trained in the "Darkness to Light" program on how to recognize, educate and prevent child abuse and exploitation. She was recognized with a Board of Visitors Certificate of Achievement.

President Rosa was called on for his report.

President Rosa introduced the new football coach, Mr. Mike Houston, who briefly addressed the Board. It was apparent Coach Houston brings a new source of energy to the campus and will strive to develop teams with "winning" attitudes.

President Rosa noted the academic excellence permeating throughout the Corps and the excellent performance of 98% of the Corps. As always, challenges remain, but with the Commandant's help, senior cadet leadership is keeping them to a minimum.

Financially, the budget is on track, slightly ahead of projections, and Colonel Garcia, Vice President for Finance, is settling in and putting his team together. State funding continues to have a serious impact; Colonel Garcia is working on developing a long term financial model that will realistically meet our financial needs by controlling expenses and reducing debt.

The Citadel Foundation is having a very good year and President Rosa is especially pleased that almost \$ 6 million has been raised to support LEAD Plan 2018 strategic initiatives.

Legislative initiatives to strengthen our positions in Columbia, convey The Citadel story and educate legislators concerning our unique niche in providing principled leaders for the state are in progress. Primary focus is on our request for \$1.5 million in supplementary funds for the development of a Mechanical Engineering Degree Program.

President Rosa discussed the challenges associated with the evolving Board restructure, transition of key personnel and the need for close coordination of the new Board committees with the new college councils system.

He reviewed a number of current issues:

- Desire to move the Corps of Cadets back to the west (home) side for football games
- Completion of review of campus housing, possible rebuilding of Stevens Barracks and completion of a Campus Master Plan
- Parking garage and public/private funding for capital projects
- Closure with the City on the railroad spur property
- Contracts for Vice Presidents
- Candidates for Corps Commencement speaker

He closed his remarks by reiterating the academic success within the Corps and praised the cadet leadership for having academics as their number one goal.

At the April meeting, the Enrollment Management Team will brief the Board and an update on all the councils will be provided.

The president was thanked for his report and Colonel Fulghum was called on for a Daniel Fund report.

Colonel Fulghum briefed the Board on spring 2014 awards, encouraged members to get recommendations for future awards to him, and highlighted the good works of several Citadel Alumni Clubs in supporting cadets in financial need.

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

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

Chair Steele called for the approval of the following minutes: 25 October 2013, 26 October 2013, 5 December 2013, and 6 January 2014.

Motion to approve the minutes made by Colonel Pinson, seconded by Colonel Lapointe, and unanimously passed.

Colonel Goff, Vice Chair, led a review of the Board action items list.

The meeting moved to Capers Hall for a School of Humanities and Social Sciences presentation on their programs of Academic Distinction and a tour of the building.

Colonel Moore, Dean of the School, provided the Board with a comprehensive review of the school and recent projects. Highlights included:

- Hosting the inaugural Southeast Region Security and Intelligence Conference
- Recipient of numerous U.S. Department of Education and Defense grants for history and language studies
- The School of Humanities and Social Sciences teaches 56% of the college's core curriculum and generates 42% of total credit hours

Colonel Moore also addressed the need for additional faculty staffing, especially in the Criminal Justice Department, and for increased salary funding to bring his faculty into line with college norms. The tour of Capers Hall graphically pointed out the need for new construction to replace the current facility.

General Sams, Chair of the Education and Leadership Development Committee, was called on for his report.

General Sams said the committee's purpose and responsibility statement is ready for Board approval. He then provided an update highlighting the following:

- Veteran student enrollment is increasing
- Student academic success is at an all-time high, thanks to the College Success Institute, the Learning Center, and conscientious Cadet Academic Officers
- The college received the Council for Higher Education Accreditation (CHEA) Award for Outstanding Institutional Practice in Student Learning Outcomes

General Sams briefly reviewed the academic affairs battle rhythm developed to provide the Board with an annual perspective of the most important elements in the college academic arena.

The committee's top five strategic metrics: enrollment management, academic distinction, student learning, career placement, and principled leadership growth were reviewed to ensure they would provide the Board with those strategic indicators necessary for making policy decisions.

General Sams outlined the work being done to finalize college "dashboards" to allow for more efficient tracking, adjusting and adapting to the myriad of data available to validate the college's performance.

General Sams reviewed the current status for SACS accreditation and the Board's role during the visit. He then called on Colonel Leo Mercado, Commandant, to report.

Colonel Mercado briefed on the Physical Effectiveness Program for Cadet-Athletes, a program designed to ensure that cadet-athletes meet prescribed Corps Physical Fitness Test (CPFT) standards. The program was developed in close coordination between the Commandant's and the Athletics Departments to ensure cadet-athletes meet prescribed CPFT standards and to maximize their competitive performance in their sport.

Paramount is that the program will promote the goal of achieving "one corps" whereby all cadets are required to achieve or exceed the prescribed CPFT standards. The program will be implemented in the fall semester of school year 2014-2015.

There being no further business, the meeting adjourned for the day at 1530 hours.

The Board reconvened at 0800 hours on 25 January 2014 in Room 295 of Bond Hall. The meeting was in compliance with the Freedom of information Act, a quorum was present, and all voting members were present.

Colonel Addison, Chair of the Ad-Hoc BOV Composition Committee, was called on for his report.

Colonel Addison reviewed the various parameters impacting on Board structure, including the South Carolina State Legislature and the Association of Governing Boards Best Practices. He then led a general discussion on how the Board could be structured to be more inclusive of its constituent bodies without impinging on Board integrity and its strategic perspective. The Board concurs that inclusivity within the Board is something to strive for and Colonel Addison and his committee were directed to continue researching and refining ideas to develop a means for the Board to receive input from all constituents. He was asked to further brief the Board at the April meeting.

Colonel Snyder, Chair of the Strategy, Vision and Governance Committee, was called on for his report.

Colonel Snyder called on Major Jason M. Puchir, Director of Financial Services, representing Colonel Joseph Garcia, Vice President for Finance, for a financial update.

Major Puchir reported the finance office is in the process of transitioning from a recurring base budgeting method to a strategic financial planning framework.

The financial forecasting model developed by the Boston Consulting Group is being replaced by one that more realistically reflects the college's financial realities.

At the April meeting a more refined FY15 budget analysis, including tuition options using the new model, will be presented.

Colonel Thomas G. Philipkosky, Vice President for Operations, was called on to brief on the Asset Management Plan (AMP).

Colonel Philipkosky said the AMP will provide a "ground up" look at our facilities, what shape each facility is in, and what is required to keep things operational. The AMP will include a comprehensive inventory of facility needs, identify financial needs

and establish business-based decisions. Funds for contracting for an external source to conduct the assessment, estimated at \$150K, have been put in the FY 14-15 budget. Additionally, more information is needed before a final decision on the construction of a new barracks can be made. A study is also ongoing on the status of campus housing replacement.

Colonel Philipkosky provided the Board with a comprehensive survey of all “developable” land parcels owned by the college. He discussed 11 sites, pointing out zoning and property restrictions as well as what potential the property had for development.

Colonel McCoy, Chair of the Operations and Risk Management Committee, was called on for his report.

Major Puchir, representing Colonel Garcia, was called on for a mid-year financial update. He led the Board through a number of slides depicting the college’s current financial status. As a result of astute financial management, a robust freshman class and strong auxiliary revenues, the budget is favorable to plan and is expected to remain so for the remainder of the year.

Colonel Christopher Moore, Chief Compliance Officer, brought the Board up to date on the policies and monitoring procedures in place when youth are present on the campus for sponsored activities. The “Bulldog Alert” system is frequently exercised and the new “Hotline” is operational and proving effective.

Colonel McCoy closed his brief by saying work continues to indemnify officers of the college and members of the Board. He also anticipates a final agreement will soon be reached with the City of Charleston on the railroad spur property.

Colonel Love, Chair of the Communications and Community Relations Committee, was called on for her report.

Colonel Love reviewed the committee’s purpose and responsibilities statement as well as highlighting the committee’s key inputs of shaping the external environment and communications.

Colonel Love presented a new Citadel logo for committee review which is almost identical to the old logo with the exception of removing one color and adjusting the crescent to match that of “Big Red”.

Colonel Love encouraged all to participate in the Bulldog Network and keep the lines of communication open with state legislators and local government councils.

Colonel Love closed by commending Colonel Perez for more than five years of service to the college as he departs for Winthrop College in Rock Hill. He will be their Legislative Affairs Officer and Vice President for External Affairs.

Colonel Perez addressed the Board and was complimented by Chair Steele for his contributions to the college.

Colonel Snyder presented the following motion for the Strategy, Vision and Governance Committee:

**MOTION**

*"That the Strategy, Vision and Governance Committee recommends the Board of Visitors approves The Citadel Scholarship Book FY 12/13 with Recommendations for FY14/15."*

Following discussion, the motion passed unanimously.

Colonel Love made the following motion, seconded by Colonel Nuttall:

**MOTION**

*"That the Board of Visitors approves the 'refreshed' Citadel logo as presented."*

Following discussion, the motion passed unanimously.

Cadet Joseph Luke Cathy, member of the Regimental Staff and a graduating senior, addressed the Board, expressing how much The Citadel experience has meant to him.

A motion to go into executive session to select Honorary Degree and Palmetto Medal recipients was made by Colonel Lapointe, seconded by Colonel Pinson, and unanimously passed.

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

Chair Steele announced those who had been selected to receive an Honorary Degree, including the speakers for the Corps and The Citadel Graduate College commencement ceremonies.

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Chair Steele announced the following had been selected to receive the Palmetto Medal:

Cadet medal: Cadet Daniel B. Smith

Non-cadet medal: Colonel Leo Mercado, USMC (Retired), Commandant, and  
Command Sergeant Major Sylvan B. Bauer, Jr., USA (Retired)

Colonel Addison noted the passing of Dr. Charles James, a member of the Class of 1950, and former Regimental Commander. Colonel Addison praised him as a community leader and the epitome of a principled leader.

There being no further business, the meeting adjourned at 1330 hours.

Respectfully submitted,

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