

THE CITADEL BOARD OF VISITORS
OFFSITE MEETING MINUTES
16 AND 17 AUGUST 2018

The Citadel Board of Visitors (BOV) held meetings at the Wampee Conference and Retreat Center in Pinopolis, SC on 16 and 17 August 2018 to: receive an update on the 2024 Strategic Plan; discuss news SACS requirements for BOV evaluation; discuss strategic use of unrestricted funds; zero- or needs-based budgeting; Citadel branding; capital project updates; receive reports from the Interim President, BOV Chair and President-Elect; hold an executive session for personnel matters and discuss any action items as a result of the executive session; and discuss other Board matters.

The following Board members were present at the 16 August 2018 meeting: Colonel Fred L. Price, Jr., Chair; Colonel Myron C. Harrington, Jr., Vice Chair; Colonel Allison Dean Love; Colonel Dylan W. Goff; Colonel Peter M. McCoy, Sr.; Colonel L. E. "Gene" Pinson; Colonel Greg A. Lapointe; Colonel Stanley L. Myers, Sr.; Colonel John C. Dominick; Colonel Jamie A. Khan; members emeritus Colonel William E. Jenkinson III and Colonel Douglas A. Snyder; and Mr. Willis Tisdale, President, The Citadel Alumni Association (CAA).

Also in attendance were: Lieutenant General John B. Sams, Jr., Interim President; Brigadier General Mark A. Bebensee, Interim Provost and Dean of the College; Colonel Thomas G. Philipkosky, Senior Vice President for Operations and Administration; Captain Eugene "Geno" Paluso, Commandant of Cadets; Dr. John P. "Jay" Dowd, III, Vice President for Institutional Advancement; Colonel John L. Dorrian, Vice President for Communications and Marketing; Colonel Charles L. Cansler, Vice President for Finance and Business; Colonel Tara Hornor, Associate Provost for Planning, Assessment and Evaluation and Dean of Enrollment Management; Mrs. Lori Hedstrom; Special Assistant to the President for Board Matters; and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors. General Glenn M. Walters, USMC, President-Elect, was also present.

Voting members absent: none. A quorum was present.

The meeting followed the agenda at enclosure 1.

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 on the college website and local media sources were notified at the same time by electronic means.

Chair Price opened the meeting at 9:00 a.m. Colonel Pinson gave an invocation and Colonel Harrington led the group in reciting "The Pledge of Allegiance."

Chair Price welcomed General Walters. He reviewed the schedule and agenda and reminded the Board of upcoming college events.

Chair Price called on BG Bebensee and Colonel Hornor to begin the update on The Citadel's strategic planning effort. It was noted that the "refresh cycle" is being left open so that General Walters will have the opportunity to imbed his vision. The evolution of the eight strategic initiatives from the LEAD 2018 plan into the six initiatives of the LEAD 2024 plan was outlined and selected highlights from each initiative discussed.

Colonel Hornor presented a proposed evaluation form with detailed instructions, intended to assist the board in evaluating its own performance. The line items of the form were discussed and modifications were suggested; the final version of the document will be completed by Board members at the end of the offsite sessions. The Board will also consider the meeting evaluation form for submittal.

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Colonel Cansler began a presentation on strategic uses of unrestricted funds, including desired outcomes, investment of funds, programs/areas of investment in the college, and plans going forward. Recommendations will be presented at the January 2019 BOV meeting, with a resolution for consideration at the April meeting.

Colonel Cansler discussed zero-based budgeting as a proposal for FY20. He also presented year-to-date actuals versus budget for FY18, and trend data on revenue and expenses.

The meeting was recessed for lunch at noon.

After lunch, Colonel Cansler continued his presentation. He stated progress regarding zero-based budgeting will be presented to the BOV in November 2018 and January 2019, with a model and budget provided at the April 2019 meeting.

The Citadel's brand campaign was outlined by Colonel Dorrian. Our efforts are to advance, enhance and protect our brand. He displayed samples of the proposed brand mark and word mark, with rationale for the changes. He also commented on local and national coverage the college recently received and showed the video entitled, "Our Mighty Citadel."

Colonel Love asked Colonel Dorrian to pass along to his staff her thanks for their hard work, and mentioned upcoming events being held as part of the 50th anniversary celebration of The Citadel Graduate College.

An update on campus undertakings was reviewed by Colonel Philipkosky, including 171 Moultrie Street, Johnson Hagood Stadium projects, Capers Hall, Bastin Hall, Swain Boating Center, Quarters One, and the Padgett-Thomas and Law Barracks HVAC study.

Chair Price led a discussion of topics Board members would like to have included at future BOV meetings.

General Sams reported matriculation figures, noting the Class of 2022 is the largest reporting class at 837 students.

The Commandant provided details of training sessions for the cadre, support staff, Honor representatives, and non-cadre rank holders. To date, we are experiencing a higher retention rate of freshmen this year. He also stated the introduction to the fourth class system was executed well.

The potential for having a bond bill this year is probably not going to happen due to an estimated budget surplus. From the surplus, there may be funding for higher education, and it is vital that we identify those projects most important to us.

Colonel Philipkosky reported beer sales had been unsuccessful financially at baseball games. The administration is considering allowing beer sales at football games, but with different rules. The Risk Management Committee will also look at this possibility.

General Sams noted the college is looking at a change of command parade, with donors and legislators to be invited. The Citadel has been invited to participate in the Presidential military parade tentatively scheduled for 10 November, Homecoming Weekend. We have hired three new Public Safety officers, but have had to offer competitive rates of pay, higher than we have paid previously. We are working on the subparts of the strategic plan, including funding.

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Chair Price distributed copies of a business plan from an outside organization for information purposes only.

Chair Price noted Colonel Lapointe was not able to stay for the rest of the meeting and thanked him for his valued insight.

The hiring process for the Athletics Director was reviewed. The Provost search is ongoing, with the goal of having the new Provost in place by January.

The date for the inauguration of our new President has not yet been determined, but will probably occur in the spring. Mr. Tisdale noted CAA has agreed to provide \$50 thousand dollars for the event.

There will only be one tailgate held this year. That event will take place on the north side terrace of the Club Level at the stadium during the Leaders in Philanthropy weekend.

The meeting recessed at 4:18 p.m. to reconvene on Friday.

The meeting adjourned at 4:45 p.m. to reconvene the following morning.

The meeting reconvened on 17 August 2018 at 9:00 a.m. in the Board Room at the Wampee Conference and Retreat Center.

The following Board members were present on 17 August: Colonel Fred L. Price, Jr., Chair; Colonel Myron C. Harrington, Jr., Vice Chair; Colonel Allison Dean Love; Colonel Peter M. McCoy, Sr.; Colonel L. E. "Gene" Pinson; Colonel John C. Dominick; Colonel Jamie A. Khan; and member emeritus Colonel William E. Jenkinson III. Also in attendance were: Lieutenant General John B. Sams, Jr., Interim President; Colonel Leo A. Mercado, President-Elect, CAA; Mrs. Lori Hedstrom; Special Assistant to the President for Board Matters; and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors. General Glenn M. Walters, USMC, President-Elect, was also present.

Voting members absent: Colonel Dylan W. Goff; Colonel Greg A. Lapointe; and Colonel Stanley L. Myers, Sr. A quorum was present.

Chair Price called the meeting to order and reviewed the remaining agenda items. Colonel Pinson gave an invocation and led "The Pledge of Allegiance."

Chair Price called the meeting to order, reviewed the remaining items on the agenda and listed upcoming events.

President-Elect Walters gave a report. Highlights included:

- He is very happy with the staff
- The importance of working on the LEAD 2024 plan
- Need to get parking finalized
- Incoming cadets are better intellectually, but need resiliency that technology takes away

Mrs. Walters will arrive on campus at the end of the month. General Sams noted she will become the "First Lady" at that time and will be taking on various responsibilities in that context.

Colonel Mercado reported the annual golf tournament was held yesterday and had a good turnout. There were lots of positive comments about General Walters taking over as President of the college.

The crowd at the Patriots Point event was smaller than usual, but there was lots of enthusiasm. Our new Athletics Director, Mike Capaccio, attended. He noted we need to sustain the positive momentum we are currently experiencing as we go into this transition period.

Colonel Jenkinson commented that we should advance the private school model as the way we do business. We need to make a huge effort to generate a large amount of seed money for scholarships. He noted we are missing an opportunity by not marketing our events as entertainment venues in the same way the Riverdogs do. He also suggested using the design/build concept for projects.

General Sams commented:

- The college must act and think like a business, including determining how to earn interest on sinking fund
- Zero-based budgeting is the perfect way to make more out of what we have
- Would like to have a series of measurement tools to give the incoming President an opportunity to plot how our people are doing
- We must be receptive to business opportunities
- Need to move forward on parking garage
- Among the good ideas presented regarding scholarship funding, we must also include recognition of those who fund cadets anonymously
- Suggested challenging CAA to establish funding of the East Side Stands project
- Has received good comments about the new Athletics Director, who thinks like a business man

Other suggestions included:

- Asking classes to establish two scholarships – one athletic and one academic
- Coordinate efforts on scholarships, making requirements general rather than specific
- Developing a scholarship strategy as part of the LEAD 2024 initiative
- Important that we keep our outstanding faculty on board and compensate them at an appropriate level
- Consider recognizing accomplishments of alumni
- Would like to improve the East Side Stands anticipated completion date of 2020
- Ensuring the growth of the Graduate College is part of our vision for the future of the college

Colonel Love made a motion to go into executive session to discuss personnel matters. The motion was seconded and approved unanimously by the voting members present: Price, Harrington, Love, McCoy, Pinson, Dominick, and Khan.

Colonel Harrington made a motion to come out of executive session. The motion was seconded and approved unanimously by the voting members present: Price, Harrington, Love, McCoy, Pinson, Dominick, and Khan.

During the break at 11:09 a.m., Colonel Harrington, Colonel Jenkinson, General Sams and General Walters left the meeting.

After the break, Board members completed the individual evaluation forms and discussed how the evaluation process works.

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There being no further business, the meeting adjourned at 11:56 a.m.

Respectfully submitted,

Patricia M. Kinard
Recording Secretary to the Board of Visitors