

THE CITADEL BOARD OF VISITORS  
MEETING MINUTES  
2 AND 3 NOVEMBER 2018

The Citadel Board of Visitors (BOV) held a meeting in the Scarborough Multimedia Room, Holliday Alumni Center, on 2 November 2018 to: conduct an executive session for an update on legal matters; receive reports from the Board committees, The Citadel Foundation (TCF), The Citadel Real Estate Foundation (TCREF), and The Citadel Brigadier Foundation (TCBF); and hear presentations regarding the Center for Performance, Readiness, Resiliency and Recovery and the Krause Center for Leadership and Ethics.

The following Board members were present: Colonel Fred L. Price, Jr., Chair; Colonel Myron C. Harrington, Jr., Vice Chair; Colonel Allison Dean Love (telephone during Communications and Community Relations Committee report); 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; the Honorable Molly Spearman; members emeritus Colonel William E. Jenkinson, III and Colonel Douglas A. Snyder. Mr. Gerald V. Baysden, Vice Chairman, TCF, represented Mr. Stephen Davis.

Also in attendance were: General Glenn M. Walters, President; Colonel Thomas G. Philipkosky, Senior Vice President for Operations and Administration; Captain Eugene "Geno" Paluso, Commandant of Cadets; Colonel Charles L. Cansler, Vice President for Finance and Business; Colonel John L. Dorrian, Vice President for Communications and Marketing; Mr. Mike Capaccio, Director of Intercollegiate Athletics; Dr. John P. "Jay" Dowd, III, Vice President for Institutional Advancement; Colonel Tara Hornor, Associate Provost for Planning, Assessment and Evaluation and Dean of Enrollment Management; Colonel Kevin Bower, Assistant Provost for Academic Operations; Commander William Lind, Executive Assistant to the President; Mr. Mark C. Brandenburg, General Counsel; Lieutenant Colonel Jack J. Porter, Chair of the Faculty Senate; Colonel Cardon B. Crawford, Director of Government and Community Affairs; Mr. Tom McAlister, Interim Executive Director, The Citadel Alumni Association; Mrs. Lori Hedstrom, Special Assistant to the President for Board Matters; and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors.

Presenters during the meeting: Mr. M. Dawes Cooke, Jr., Counsel to the BOV; Coach R. F. "Duggar" Baucom, Head Basketball Coach; Captain Daniel B. Bornstein, Assistant Professor, Department of Health and Human Performance; Colonel Tom Clark, Executive Director of the Krause Center for Leadership and Ethics; and Mr. Glenn W. Easterby, Interim Associate Vice President for Facilities and Engineering.

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 8:00 a.m. Colonel Pinson gave an invocation and Colonel Harrington led the group in reciting "The Pledge of Allegiance."

Chair Price reviewed the schedule and agenda.

Mrs. Spearman announced she would be appointing an official designated representative, Dr. A. Sean Alford, Citadel Class of '92, Superintendent of Schools in Aiken County, who would be attending BOV meetings in future.

Board of Visitors meeting minutes  
2 and 3 November 2018  
Page two

Colonel Harrington moved to go into executive session for an update on legal matters covered by the attorney-client privilege. The motion was seconded and approved unanimously by the voting members present: Price, Harrington, Goff, McCoy, Pinson, Lapointe, Myers, Dominick and Khan.

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

Colonel Goff, Chair of the Strategy, Vision and Governance (SVG) Committee, called on Colonel Cansler to begin a presentation on zero-based budgeting. Colonel Cansler noted the administration is taking proactive measures to manage costs more aggressively via new budgeting methodology, and delineated the desired outcomes and process timeline. Recommendations for changes to the hiring process and any hiring delay practices will be brought to the BOV in January for review.

Colonel Cansler detailed data on the financial impact of the G.I. tuition waiver: current amounts for active duty students, projected amounts, and the revenue impact on the budget. Future revenue may be impacted by a decrease of over \$2.6 million.

Mr. Brandenburg discussed the proposed changes to the *College Regulations*. In Section I (Organization and Administration), the description of the position of Vice President for Facilities and Engineering (VPFE) has been changed to include management of all campus construction. In Section III (The Academic Program), the words "and The Citadel Physical Fitness Test standards" have been added in the first sentence of paragraph 2. He noted these proposed changes are out of the normal review/change cycle, but the college will soon start conducting a search for the VPFE position and the job description needed to be appropriately modified.

Colonel Cansler noted he will be heading up the Vice President for Facilities and Engineering Search Committee, and anticipates having someone hired and on the job by 1 February 2019. He believes the college will be able to attract a top notch person for this position.

Mr. Brandenburg discussed the corporate resolution requiring a signature from the BOV Secretary.

Chair Price stated he had appointed Colonel Khan to serve as the Board Secretary, effective immediately.

Colonel Myers, Chair of the Education and Leadership Development (ELD) Committee, congratulated Mr. Capaccio on his selection as the Director of Intercollegiate Athletics.

Colonel Hornor began the ELD Committee report by stating that for the eighth year in a row, The Citadel was selected by *U.S. News & World Report* as the #1 best public college in the South among master's granting institutions. The college was ranked #1 for veterans in the South, #9 most innovative – a first time appearance in that category, and #11 best value in the South.

Current Corps strength is 2,448 with The Citadel Graduate College (CGC) enrollment stable at 1,131 students.

The nursing program has nine cadets and 22 CGC students participating. An accreditation site visit in early September from the Commission on Collegiate Nursing Education went well, and official approval is expected in late May 2019.

Board of Visitors meeting minutes  
2 and 3 November 2018  
Page three

The Mathematics & Computer Science department will be split into two departments: Cyber & Computer Science and Mathematical Sciences. The primary rationale for the separation is to provide a clear and unique identify for each program, allowing the college to better promote the interest in each department. Other justification was cited, along with resources to be used and a timeline for the change.

A motion to modify the Master of Arts in History degree, adding a concentration in Public History, was presented. The motion will be considered during the Saturday BOV session.

The Provost Search will be conducting Skype interviews on 6 November, with on-campus interviews held the following week.

As the Board representative on the Provost Search Committee, Colonel Myers noted there were several excellent candidates being considered for the position.

Mr. Capaccio introduced Coach Baucom, who commented on the importance of having an Athletics Director in place to support the head coaches. The basketball team is doing well academically, with three earning Gold Stars and four players holding rank within the Corps. He is looking forward to a good year.

Mr. Capaccio noted the college has a "fine group of head coaches," and said he is impressed with the athletics staff. He provided a rundown on the standings of each athletic team. Beer sales generated a profit and have been handled very professionally. The installation of an artificial surface on the football field will begin at the end of the season. He is working closely with The Citadel Foundation in fundraising efforts.

The Commandant's proposed haircut regulations change was presented. The change from the current policy will require male cadets to get one fourth class haircut at Matriculation day, after which they will adopt the existing upper class cadet haircut standards. Females will not be required to cut their hair at Matriculation Day and will immediately adhere to the female upper class standards (U.S. Army Standards). The rationale for this proposal was delineated, with a recommendation for implementation starting with the 2019-2020 school year.

After a brief break, Mr. Baysden provided an overview of TCF 2018 year-to-date fundraising results, with over \$39 million donated in cash and pledges and legacy gifts. He discussed a six-year fundraising comparison and noted the number of alumni donors has increased to 4,576 in 2018. On behalf of Mr. Starkes, President of The Citadel Brigadier Foundation, Mr. Baysden gave an update on endowed athletic scholarships, with projected TCBF distributions to the college. The Citadel Real Estate Foundation (TCREF) has funding in place to complete the transition of the building at 171 Moultrie Street in the next two-three weeks. The goal for the donated Greenville properties is to sell them by next summer.

An overview of the new Center for Performance, Readiness, Resiliency and Recovery (CPR3) was presented by Captain Bornstein. This initiative concentrates on the critical need to bring together the fields of exercise science and public health to improve various areas of fitness of our population to improve local, state, and national security. The mission of CPR3 will be to provide students with high impact academic, research, and practical experiences focused on individual and community level physical, mental, and spiritual fitness in order to improve performance, readiness, resiliency, and recovery of military, paramilitary, veteran, and general populations. He also detailed institutional opportunities and progress towards start-up, as well as strategic next steps.

Board of Visitors meeting minutes  
2 and 3 November 2018  
Page four

Colonel Love, Chair of the Communications and Community Relations (CCR) Committee, participated via telephone. She regretted being unable to attend the meeting in person due to a family medical emergency. She thanked those who attended The Citadel Graduate College Tailgate Event on 27 October and said she hoped to attend Homecoming the following week.

Colonel Dorrian began the committee presentation with a discussion of how information regarding special interest items is disseminated. He reviewed national media placements, and showed a video of the Regimental Commander, Sarah Zorn, on *CBS This Morning*. A video of Assistant Athletic Director for Strength and Conditioning, Donnell Boucher, part of the "Our Mighty Citadel" series, was also shown.

The meeting was recessed at 12:25 p.m. for lunch.

The meeting resumed at 1:25 p.m.

Colonel Dorrian continued his presentation with an update on social media and website data pertaining to use of videos and audience growth. Digital advertising has just started executing with a changed approach to developing a comprehensive marketing campaign using a new vendor. Radio campaigns are ongoing in Washington, DC and Atlanta, GA.

Colonel Crawford outlined his efforts in the federal arena, with the focus on seeking federal appropriations for the education and development of superior cybersecurity military and civilian leaders with critical operational skills. He also cited his meetings with state legislators and listed The Citadel's recurring and one-time funding requests.

Colonel Clark provided a detailed update on the Krause Center for Leadership and Ethics. He cited the Center's vision and mission, roles and responsibilities of the staff, curricular and co-curricular programming and events, and closed by reading letters praising Citadel students who volunteered with Hurricane Florence efforts in local shelters and two letters regarding Leadership Day activities.

Colonel McCoy, Chair of the Operations and Risk Management (ORM) Committee, called on Colonel Philipkosky to provide an update on the parking garage.

The project is currently on hold while the parking study is progressing. The committee anticipates providing the results of the study to the BOV at the January 2019 meeting.

Mrs. Spearman recused herself from the meeting because of a possible conflict of interest.

A construction project update was detailed by Mr. Easterby, including capital projects, 2018 and 2019 maintenance projects, staffing and project management, and project tracking emphasis. A discussion following the update included a priority order of the projects and potential bonding capacity.

The Fiscal Year 2019 year-to-date Budget to Actuals with Year Ending Projections were presented by Colonel Cansler, including summaries of E&G, Auxiliaries, Athletics, and Barracks financial data. An update on the Starbucks project and the annual external audit was given. Formal financial reports for Fiscal Year 2018 and an analysis of unrestricted Trust spending over the last ten years will be presented to the BOV at the January 2019 meeting.

The meeting was recessed at 4:10 p.m.

Board of Visitors meeting minutes  
2 and 3 November 2018  
Page five

The Citadel Board of Visitors reconvened the meeting on Saturday, 3 November 2018, at 8:45 a.m. in the Board Room, Jenkins Hall, to: receive the President's report; consider minutes from previous meetings and motions for approval; conduct executive sessions to consider personnel and legal matters; consider any action items presented; and discuss other Board matters.

The following Board members were present: Colonel Fred L. Price, Jr., Chair; Colonel Myron C. Harrington, Jr., Vice Chair; 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; and member emeritus Colonel Douglas A. Snyder.

Also in attendance were: General Glenn M. Walters, President; Mrs. Lori Hedstrom, Special Assistant to the President for Board Matters; and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors.

Voting members absent: Colonel Allison Dean Love and Colonel Jamie A. Khan. A quorum was present.

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

General Walters gave his report. Highlights included:

- He is very pleased with the leadership of the college
- There is a need for a long-range plan showing all "big muscle movements" and "reflecting the impact of all decisions"
- Pursuing partnerships to potentially increase revenues
- Attended the SoCon President's meeting at Samford where the main topic of discussion was the availability of funds from the NCAA for academically-qualified schools and the proposed metrics for distribution
- "Academic excellence is the path"

The motions were considered.

Colonel Harrington moved:

**MOTION**

*"That the Board of Visitors approves the following meeting/teleconference minutes as submitted:*

- 1 and 2 June 2018 meeting
- 21 June 2018 teleconference
- 16 and 17 August 2018 offsite meeting
- 4 September 2018 meeting
- 28 September 2018 teleconference"

The motion was seconded by Colonel Goff. The motion was unanimously approved by the voting members present: Price, Harrington, Goff, McCoy, Pinson, Lapointe, Myers, and Dominick.

Colonel Harrington moved:

**MOTION**

*"That the Board of Visitors approves changes to Section 1 and Section 3 of the College Regulations as briefed on November 2, 2018."*

Board of Visitors meeting minutes  
2 and 3 November 2018  
Page six

The motion was seconded by Colonel Goff and approved unanimously by the voting members present: Price, Harrington, Goff, McCoy, Pinson, Lapointe, Myers, and Dominick.

Colonel Harrington moved:

**MOTION**

*"That the Board of Visitors, pursuant to §III(3)(b) of the College Regulations, approves the following new degree modifications: Master of Arts in History, adding a concentration in Public History."*

The motion was seconded by Colonel Goff and approved unanimously by the voting members present: Price, Harrington, Goff, McCoy, Pinson, Lapointe, Myers, and Dominick.

Colonel Harrington moved:

**MOTION**

*"That the Board of Visitors approves a 2.5% increase to the FY20 Tuition and Fees as presented to the BOV on November 2, 2018."*

The motion was seconded by Colonel Goff and approved unanimously by the voting members present: Price, Harrington, Goff, McCoy, Pinson, Lapointe, Myers, and Dominick.

Colonel Harrington moved:

**MOTION**

*"That the Board of Visitors approves the corporate resolution for signatures as provided."*

The motion was seconded by Colonel Goff and approved unanimously by the voting members present: Price, Harrington, Goff, McCoy, Pinson, Lapointe, Myers, and Dominick.

Colonel Snyder left the meeting.

After a brief break, Colonel Dominick moved to go into executive session to discuss personnel matters. The motion was seconded and approved unanimously by the voting members present: Price, Harrington, Goff, McCoy, Pinson, Lapointe, Myers, and Dominick.

Colonel Lapointe moved to come out of executive session. The motion was seconded and approved unanimously by the voting members present: Price, Harrington, Goff, McCoy, Pinson, Lapointe, Myers, and Dominick.

Colonel Harrington moved:

**MOTION**

*"That the Board of Visitors authorizes the awarding of Honorary Degrees to candidates A, B, C, D and E, and the non-cadet Palmetto Medals to candidates A and B, as discussed in executive session at the Saturday, 3 November 2018 meeting."*

The motion was seconded by Colonel Goff and approved unanimously by the voting members present: Price, Harrington, Goff, McCoy, Pinson, Lapointe, Myers, and Dominick.

Colonel Harrington moved to go into executive session to discuss personnel and legal matters. The motion was seconded and approved unanimously by the voting members present: Price, Harrington, Goff, McCoy, Pinson, Lapointe, Myers, and Dominick.

Board of Visitors meeting minutes  
2 and 3 November 2018  
Page seven

Colonel Dominick moved to come out of executive session. The motion was seconded and approved unanimously by the voting members present: Price, Harrington, Goff, McCoy, Pinson, Lapointe, and Myers, Dominick.

Board members completed meeting evaluation forms.

There being no further business, the meeting adjourned at 11:30 a.m.

Respectfully submitted,

Patricia M. Kinard  
Recording Secretary to the Board of Visitors