

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
20 AND 21 SEPTEMBER 2019

The Citadel Board of Visitors (BOV) held a meeting in the Scarborough Multimedia Room, Holliday Alumni Center to: conduct an executive session for an update on legal matters; receive reports from the President and Board committees; receive a presentation from the Dean of the School of Engineering; consider BOV minutes and motions presented; conduct an executive session to discuss personnel matters; consider Honorary Degree and Palmetto Medal nominations (action item); and discuss other BOV matters.

The following Board members were present on 20 September 2019: 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 John C. Dominick; Colonel James E. Nicholson, Jr.; Colonel F. G. "Greg" Delleney, Jr.; Colonel Robert E. "Bobby" Lyon, Jr.; Colonel Leonard C. Fulghum, Jr., Chairman Emeritus; members emeritus Colonel William E. Jenkinson III and Colonel Douglas A. Snyder; and Colonel Leo A. Mercado, President, The Citadel Alumni Association (CAA).

Also in attendance were: General Glenn M. Walters, President; Brigadier General Sally C. Selden, Provost and Dean of the College; Colonel Thomas G. Philipkosky, Senior Vice President for Operations and Administration; Captain Eugene "Geno" F. Paluso, Commandant of Cadets; Colonel Charles L. Cansler, Vice President for Finance and Business; Captain Jeffrey D. Lamberson, Vice President for Facilities and Engineering; Colonel John L. Dorrian, Vice President for Communications and Marketing; Mr. Michael J. Capaccio, Director of Intercollegiate Athletics; Dr. John P. "Jay" Dowd, III, Vice President for Institutional Advancement; Commander William A. Lind, Executive Assistant to the President; Mr. Mark C. Brandenburg, General Counsel; Mrs. Lori B. 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, was present only during the executive session for an update on legal matters. Other presenters: Colonel Cardon B. Crawford, Director of Government and Community Affairs (telephone); Dr. Russell S. Sobel, Professor of Economics and Entrepreneurship, Tommy and Victoria Baker School of Business; Chief Michael A. Turner, Director of Public Safety; Major J. Kyle Herron, Chief Information Officer, Information Technology Services; Colonel Ronald W. Welch, Dean of the School of Engineering; Lieutenant Colonel F. Ward Logan, Deputy Chief Financial Officer; Major Michael S. Kenney, Budget Director; and Assistant Coach Kristopher A. Kut, Track and Field, Cross Country.

Voting members absent: Colonel Stanley L. Myers, Sr. 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.

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Chair Price opened the meeting at 8:00 a.m. Colonel Delleney gave an invocation and Colonel Harrington led the group in reciting "The Pledge of Allegiance."

Chair Price reviewed the schedule and agenda.

Colonel Harrington moved to go into executive session to receive legal advice related to pending, threatened and potential claims, and other matters covered by the attorney-client privilege. The motion was seconded and approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Delleney, and Lyon.

The members of the BOV, the President, Vice Presidents, Executive Assistant to the President, General Counsel, Recording Secretary and Mr. Cooke were present for the executive session. All other personnel left the meeting.

Colonel Delleney moved to come out of executive session. The motion was seconded and approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Delleney, and Lyon.

Mr. Cooke left the meeting.

The full meeting resumed at 9:00 a.m.

Colonel David G. Allen, Associate Provost for Academic Affairs; Colonel Kevin C. Bower, Associate Provost for Academic Operations; Lieutenant Colonel Kelly A. Brennan, Associate Provost of Enrollment Management; Lieutenant Colonel Jack J. Porter, Faculty Senate Chair; and Dr. Karin W. Roof, Director of Accreditation and Assessment, joined the meeting.

Colonel Love, Chair of the Communications and Community Relations (CCR) Committee, began the report by complimenting Stanton M. Adams, Graphic Communications Specialist, on the video he created regarding the *U.S. News & World Report* rankings posted on the college website and social media.

Colonel Dorrian reviewed this year's *U.S. News & World Report* rankings, highlighting The Citadel's #1 Public College in the South ranking for nine consecutive years. Colonel Dorrian provided an update including the areas of public discourse, behavior-based display advertising, social media analytics, an analysis of Matriculation Day data, and website changes.

Colonel Crawford joined the meeting by telephone to review legislative affairs. He outlined the status of federal funding and state issues and funding, emphasizing that any proposal to increase tuition should be a factor for planning purposes only until formally determined by the BOV. He closed by noting upcoming legislative events.

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Colonel Love thanked Colonel Dorrian, Colonel Crawford and the Office of Communications and Marketing (OCM) staff for the work they have been doing in support of The Citadel.

Colonel Goff, Chair of the Strategy, Vision and Governance (SVG) Committee, called on Captain Lamberson to begin a report on the Master Plan.

Captain Lamberson described the Master Plan efforts which began on 12 September 2019. The company selected for the process is Ayers Saint Gross (ASG), an interdisciplinary, employee-owned design firm. Quackenbush Architects is teamed up with ASG for this effort. The process includes three steps: bringing information together (three-four months), exploring options (two-three months), and making a roadmap (three-four months). He also reviewed other ongoing capital projects and mentioned the contract for the Swain Boating Center had been awarded.

Colonel Allen noted the new General Education program debuts in the fall with the freshman seminars, and the pilot program of the new thematic strands classes will begin in the spring. He distributed a four-year Major Academic Plan (MAP) for achieving a B.S. in Biology as an illustration of the new program. This is the most significant change in the undergraduate curriculum at The Citadel in more than fifty years. An important responsibility will be to assess the new program, with evaluations at several points along the way.

BG Selden said the first set of meetings to look at action items and develop budgets had been held pertaining to the *Our Mighty Citadel 2026, Advancing Our Legacy of Leadership* strategic plan. The enthusiasm on campus for this initiative is enormous. She also discussed the role of objective leaders and their associated responsibilities in support of the plan.

Colonel Philipkosky gave the background and summary of changes to the *Gift Naming Opportunities and Other Recognitions Policy*. A motion to approve the revised policy will be considered at the Saturday session.

Colonel Mercado advised the BOV the CAA Board is in the process of reviewing their policy requiring background checks on those alumni running for BOV seats. Approximately 30% of the CAA membership participated in the elections last year. Mr. Thomas R. Young, Class of '74, was elected as the Vice President of CAA. A referendum to change the non-cadet ring was approved. The CAA Board will be looking at three areas within the Memorandum of Understanding between CAA and The Citadel during their meeting tomorrow. Ten rings for seniors with financial need have been approved this year from the Palmetto Ring fund. The transition of CAA leadership at Homecoming will include installing Colonel Edward C. White, Jr., USAF (Retired), Class of '66, as the new President. Colonel Mercado closed by saying this is his last BOV meeting as CAA President, and he has appreciated being part of the team.

Professor Sobel gave a strategic presentation on trends affecting higher education. Major trends include population trends and interstate migration; state government budgets and education funding; and economy, interest rates, and policy uncertainty. He closed by citing six overriding economic factors moving forward.

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The meeting was recessed at 11:34 a.m. for lunch. Members of the Board joined the Corps of Cadets for lunch in Coward Hall.

The meeting resumed at 12:39 p.m. in the Scarborough Multimedia Room, Holliday Alumni Center.

Colonel McCoy, Chair of the Operations and Risk Management (ORM) Committee, began the report by calling on Chief Turner.

Chief Turner noted the data in the annual Clery Report, due on 1 October, is currently being coordinated with the Vice Presidents. The numbers are lower than the College of Charleston and USC, similar to VMI. Overall, reportable incident figures are low.

The Computer Vulnerability Analysis and Tech Refresh Report, as presented by Major Herron, detailed critical security controls.

The FY19 budget to actuals figures (unaudited - through period 12, ending 30 June 2019) included current operating projections for the budget areas of E&G, Auxiliaries, and Barracks. The projected unaudited numbers, not including Athletics, result in a surplus amount.

Major Keeney reviewed the FY20 budgeted E&G revenue vs. actuals data (through period 2, ending 31 August 2019). Financial trends are better than expected due to increased enrollment.

The FY21 proposed tuition and fees report began with a review of the underlying assumptions. Maximum proposed tuition and fees for FY21, proposed auxiliary activity and other fees, SCCC all-in cost, and proposed CGC tuition were detailed. A motion will be considered at the Saturday meeting.

Cadet Vincent M. Candela entered the meeting and was presented with an engraved miniature sword as a token of recognition by the Board for his outstanding performance during the 2019 U. S. Army ROTC Cadet Summer Training operation. Cadet Candela earned the RECONDO badge for military expertise - the only cadet of over 130 from The Citadel to earn this distinction. He excelled in the Army physical fitness test, basic rifle marksmanship, land navigation, tactical leadership and problem solving, and other evaluation areas.

Colonel Cansler noted that each member of the BOV has been provided with a draft copy of the resolution to issue general obligation state institution bonds in the amount of \$39 million for The Citadel to fund the Capers Hall project. This resolution will be presented to the SC Joint Bond Review Committee during the first week in October and then the State Fiscal Accountability Authority on 15 October. A motion for approval will be considered at the Saturday BOV meeting.

Colonel Pinson, Vice Chair of the Education and Leadership Development (ELD) Committee, called on Mr. Capaccio to give his presentation.

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Mr. Capaccio reviewed a slide showing a breakdown of the majors being pursued by our student-athletes. He noted the status of each athletic team and said ticket sales have been good this year.

Assistant Coach Kut, Citadel Class of 2000, told the Board the track and field and cross country teams are on the upswing, noting the strong support of General Walters and Captain Paluso. He feels the gap between the Corps and our student-athletes is diminishing. He cited various athletic accomplishments and thanked the athletics administration and staff for their positive impact and energy.

Data pertaining to Matriculation Day was presented by LTC Brennan. The total number of cadet matriculates for 2023 was 737, with a record number of women (93) and a total minority of 157 cadets (21% of cohort). Total preliminary enrollment in CGC as of 11 September is 1,156, with a preliminary total of 2,578 SCCC and day students.

Dr. Roof reported the impact report is being written on the Quality Enhancement Plan (QEP), Ethics in Action, for submittal to SACSCOC. The impact of the QEP and inclusion factors in the new General Education Curriculum were delineated. The timeline indicates the discussion for the next QEP will begin in January 2021.

Dean Welch said *U.S. News & World Report* ranked The Citadel School of Engineering as #21 in the nation in the best undergraduate engineering programs, up from 23 last year. He reviewed the program offerings from the School of Engineering, including five Bachelor of Science programs, four master's programs, and thirteen graduate certificate programs. All the statistics from the spring 2019 graduating class improved – undergraduate degrees, graduate degrees, and numbers of military commissions. Key demographics were positive, and a 2018-2019 undergraduate comparison with peer institutions was delineated. The milestones on the School of Engineering timeline are being met and/or exceeded.

During the last update of the day, the Provost informed the BOV The Citadel has been ranked as the #1 public school – South by *U.S. News & World Report* for the ninth year in a row. She also reviewed other prestigious rankings received. There will be 317 Gold Stars awarded today at parade. Classes will be held on Saturday as a makeup day due to the hurricane evacuation. The new Library Director, Aaron P. Wimer, is in place. BG Selden thinks the leadership team in academic affairs is exceptional and will be establishing professional development goals within her area. She is mapping out all processes, focusing on quality. In the interest of time, BG Selden said a discussion of the study abroad program will be delayed to the next Board meeting in January.

The meeting was recessed at 2:35 p.m.

The Citadel Board of Visitors reconvened the meeting on Saturday, 21 September 2019, at 9:15 a.m. in the Board Room, Jenkins Hall to: receive the President's report; conduct an executive

session to consider personnel matters; consider any action items presented; consider minutes from previous meetings and motions for approval; and to discuss other Board matters.

The following Board members were present: 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 John C. Dominick; Colonel James E. Nicholson, Jr.; Colonel F. G. "Greg" Delleney, Jr.; Colonel Robert E. "Bobby" Lyon, Jr.; Colonel Leonard C. Fulghum, Jr., Chairman Emeritus; and members emeritus Colonel William E. Jenkinson III and Colonel Douglas A. Snyder.

Also in attendance were: General Glenn M. Walters, President; Mrs. Lori B. 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 Stanley L. Myers, Sr. A quorum was present.

Chair Price called the meeting to order. Colonel Delleney gave an invocation and Colonel Pinson led the group in reciting "The Pledge of Allegiance."

Chair Price reviewed the remaining items on the agenda and listed upcoming events.

Highlights from General Walters' report included:

- He is very proud of the work of the Facilities and Engineering staff under the leadership of Captain Lamberson. While reviewing the status of various campus projects, he mentioned that he wants the plan for moving out of Capers to be complete "down to the last detail."
- His leadership team on campus is now set, and he is happy with the staff.
- He would like the Board's support as the new General Education program is put into place. It is important to determine what needs to be done to increase the number of students in the School of Education.
- The strategic plan is being refined and an objective is to also create a five-year budget plan.
- He complimented the Board for supporting the Athletic Hall of Fame dinner the previous evening.
- Today is a hurricane makeup day. He was pleased with the reaction to the planning for the hurricane. General Walters and several other members of the senior staff stayed on campus during the event.
- There may be a need for two or three trailers for use during the Capers Hall build.
- He mentioned Lieutenant General Loretta Reynolds, USMC, Deputy Commandant, Information, the recent Greater Issues Address speaker, who was a former mentee of his.

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Colonel Goff moved to go into executive session to discuss personnel matters. The motion was seconded and approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Delleney, and Lyon.

Colonel Dominick moved to come out of executive session. The motion was seconded and approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Delleney, and Lyon.

After a brief break, the motions were considered.

Colonel Harrington moved:

MOTION

"That the Board of Visitors authorizes the awarding of Honorary Degrees at the 2020 Commencement ceremony of the South Carolina Corps of Cadets (SCCC) to candidates A, B, C, D, and E. The Board also authorizes the awarding of an Honorary Degree to the speaker at the SCCC Commencement, as discussed in executive session at the Saturday, 21 September 2019 meeting."

The motion was seconded and approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Delleney, and Lyon.

Colonel Harrington moved:

MOTION

"That the Board of Visitors authorizes the awarding of the 2020 non-cadet Palmetto Medal to candidate A, as discussed in executive session at the Saturday, 21 September 2019 meeting."

The motion was seconded and approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Delleney, and Lyon.

Chair Price moved:

MOTION

"That The Citadel Board of Visitors approves the revised 'Gift Naming Opportunities and Other Recognitions Policy' as presented on 20 September 2019."

As the motion was forwarded from the SVG Committee, a second was not required. The motion was approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Delleney, and Lyon.

Chair Price moved:

MOTION

"That the Board of Visitors approves the FY21 Tuition and Fees as presented to the BOV on 20 September 2019."

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As the motion was forwarded from the ORM Committee, a second was not required. The motion was approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Delleney, and Lyon.

Colonel Harrington moved:

RESOLUTION

"Be it resolved that 'The Citadel Board of Visitors approves the resolution requesting the issuance of not exceeding thirty-nine million dollars (\$39,000,000) of general obligation state institution bonds for The Citadel, the Military College of South Carolina, pursuant to Chapter 107, Title 59, Code of Laws of South Carolina 1976, as amended,' as presented to the BOV on 20 September 2019."

The motion was seconded and approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Delleney, and Lyon.

Colonel Harrington moved:

MOTION

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

- 14 and 15 June 2019 meeting and*
- 8 and 9 August 2019 offsite meeting"*

The motion was seconded and approved by the voting members present in person: Price, Harrington, Love, McCoy, Pinson, Dominick, Nicholson, Delleney, and Lyon. Colonel Goff abstained from voting as he did not attend the August offsite meeting.

Colonel Goff moved to go into executive session to discuss legal matters. The motion was seconded and approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Delleney, and Lyon.

Colonel Goff moved to come out of executive session. The motion was seconded and approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Delleney, and Lyon.

Chair Price presented commission documents to Colonel Delleney and Colonel Lyon as Colonels in the Unorganized Militia of South Carolina.

There being no further business, the meeting adjourned at 12:00 p.m.

Respectfully submitted,

Patricia M. Kinard
Recording Secretary to the Board of Visitors