

THE CITADEL BOARD OF VISITORS
OFFSITE MEETING MINUTES
8 AND 9 AUGUST 2019

The Citadel Board of Visitors (BOV) held offsite meetings at the Wampee Conference and Retreat Center in Pinopolis, SC on 8 and 9 August 2019 to: receive the President's report; conduct an executive session to consider potential contractual matters regarding real estate and any related action items; discuss a naming opportunity (action item); receive an update on enrollment and the Provost's observations; review BOV evaluation forms; receive an update on the Strategic Plan, campus, competitive landscape for tuition and fees, and The Citadel Foundation (TCF) step-down analysis; approve the appointment of a Citadel Trust Director (action item); review BOV annual calendar and committee reporting cycle revisions; review the *Commitment to Excellence and Ethics* form; receive a report from the Daniel Fund Scholarship Trustees; 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 on 8 August: Colonel Fred L. Price, Jr., Chair; Colonel Myron C. Harrington, Jr., Vice Chair; Colonel Peter M. McCoy, Sr.; Colonel L. E. "Gene" Pinson; Colonel Stanley L. Myers, Sr. (teleconference phone); Colonel John C. Dominick; Colonel James E. Nicholson, Jr.; Colonel F. G. "Greg" Delleney, Jr.; Colonel Robert E. "Bobby" Lyon, Jr.; MG R. Van McCarty, SC State Adjutant General (joined at lunch); member emeritus Colonel Douglas A. Snyder; Mr. Stephen L. Davis, Chairman, The Citadel Foundation (TCF); Colonel Leo A. Mercado, President, The Citadel Alumni Association (CAA); and Colonel John Olshefski, President, The Citadel Brigadier Foundation (TCBF).

Also in attendance were: General Glenn M. Walters, President; Brigadier General Sally Selden, Provost and Dean of the College; Colonel Thomas G. Philipkosky, Senior Vice President for Operations and Administration; Captain Eugene "Geno" Paluso, Commandant of Cadets; Colonel Charles 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. Mike Capaccio, Director of Intercollegiate Athletics; Dr. John P. "Jay" Dowd, III, Vice President for Institutional Advancement; Ms. Shannon Mease, Chief Financial Officer, The Citadel Foundation (TCF); Dr. Karin Roof, Director of Accreditation and Assessment; LTC Tom McAllister, Executive Director, CAA, and Associate Vice President of Alumni Affairs (joined after lunch); Mrs. Lori Hedstrom, Special Assistant to the President for Board Matters; and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors. Mr. John Darby, member, TCREF Board of Directors, joined the meeting by teleconference phone.

Presenters during the meeting: Mr. Jeff Kidd, Executive Director, of The Citadel Real Estate Foundation (TCREF).

Voting members absent: Colonel Allison Dean Love, and Colonel Dylan W. Goff. 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 9:10 a.m. and welcomed Colonels Delleney and Lyon as voting members of the BOV. He also welcomed Colonel Olshefski as President of TCBF. He announced that Greg Lapointe will continue to work with the Board as Special Advisor to the BOV for Financial Matters.

Colonel Pinson gave an invocation and Colonel Lyon led the group in reciting "The Pledge of Allegiance."

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Chair Price reviewed the schedule and agenda.

The President's report will be included in his discussion of the Strategic Plan later in the meeting.

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

Colonel Myers and Mr. Darby ended their participation by teleconference phone.

A naming opportunity in honor of the Class of '81 was presented by Colonel Philipkosky.

General Walters introduced BG Selden, who presented information pertaining to 2019 Higher Education Context and initial impressions of The Citadel and opportunities.

Dr. Roof gave an update on the Southern Association of Colleges and Schools Commission on Colleges and Schools (SACSCOC) fifth-year interim report, which is due in March 2020, highlighting the topic areas related to the BOV.

The meeting was recessed at 12:15 p.m. for lunch.

The meeting resumed at 1:15 p.m.

A video of "Our Mighty Citadel" was shown to begin the update on the Strategic Plan.

General Walters noted the plan has been extended to 2026. The 2026 plan and refresh cycle was reviewed, along with the evolution of the six strategic initiatives within the plan. Selected highlights from each initiative were provided.

A campus update, including data on key personnel, academic programs, facilities, finances, cadets and athletics, was summarized by General Walters.

Colonel Cansler provided a detailed analysis of in-state and out-of-state tuition and fees; all-in costs; and four-, five-, and six-year graduation rates compared to peer institutions. He closed by noting the economic values reflected in The Citadel's robust graduation rates.

A report on TCF and TCBF support to The Citadel for FY17 through FY19 was delineated by Colonel Cansler.

The motion to approve the appointment of a Citadel Trust Director was reviewed and will be voted on during the Friday session.

The revised BOV annual calendar and committee reporting cycle was presented by Colonel Philipkosky. He noted the Strategic Financial Plan Update will not be included on the 2019 BOV September meeting

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agenda, but will be a part of future reporting cycles. He also said the practice of inviting a Coach and/or a Dean to speak at each Board meeting will continue.

General McCarty thanked the college for being supportive of those cadets who are deploying with the South Carolina National Guard.

The meeting was recessed at 3:45 p.m.

The Citadel Board of Visitors reconvened the offsite meeting on Friday, 9 August 2019, at 9:05 a.m. in the Board Room of the Wampee Conference and Retreat Center. The following Board members were present: Colonel Fred L. Price, Jr., Chair; Colonel Myron C. Harrington, Jr., Vice Chair; 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.; member emeritus Colonel Douglas A. Snyder; Colonel Leo A. Mercado, President, The Citadel Alumni Association (CAA); and Colonel John Olshefski, President, The Citadel Brigadier Foundation (TCBF).

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, Colonel Dylan W. Goff, and Colonel Stanley L. Myers, Sr. A quorum was present.

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

The *Commitment to Excellence and Ethics* form that voting members of the BOV sign annually was discussed. Each line item cited on the form was reviewed; the ensuing conversation included guidelines for dissenting opinions during discussion and debate, disclosing information to others, and performing due diligence. General Walters noted all FOIA requests are processed through Mark Brandenburg's office. The Chair emphasized the importance of staying "open and transparent."

Colonel Snyder reported on the status of Daniel Fund Scholarships; a balance of \$6,844 is available for the spring semester.

The Citadel Foundation is currently determining when to begin the next capital campaign.

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

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

The motions were considered.

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Colonel Harrington moved:

MOTION

"That the Board of Visitors authorizes the President to execute such documents as are necessary to lease to The Citadel Real Estate Foundation (TCREF) the Citadel-owner property along Dunneman Ave. that is currently used primarily as faculty staff housing. Such lease shall be subject to any additional regulatory approvals of the State of S.C. as required by law. The purpose of the lease is to facilitate residential redevelopment of the site in support of The Citadel."

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

Colonel Harrington moved:

MOTION

"That the Board of Visitors requests that The Citadel Real Estate Foundation (TCREF) engage a consultant to test feasibility and to develop conceptual plans for the redevelopment of the Beach Club at its highest and best use."

As the motion was forwarded from committee, a second was not required.

Following discussion, Colonel Lyon moved to amend the motion, adding to the end of the sentence,

"taking into consideration the legal obligations of all current Citadel entities who have access to the Beach Club."

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

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

Colonel Harrington moved:

MOTION

"That the Board of Visitors approves the naming of the pavilion at The Swain Boating Center as endorsed by the Naming Opportunities Committee."

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

Colonel Harrington moved:

MOTION

"That the Board of Visitors approves the appointment of Daniel S. McQueeney, '71, to The Citadel Trust Board of Directors for an additional six-year term, expiring 30 June 2025."

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

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There being no further business, the meeting adjourned at 12:23 p.m.

Respectfully submitted,

Patricia M. Kinard
Recording Secretary to the Board of Visitors