

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
31 JANUARY AND 1 FEBRUARY 2020

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 Board committees; receive a presentation on generational trends; and discuss other BOV matters.

The following Board members were present on 31 January 2020: 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 Stanley L. Myers, Sr.; Colonel John C. Dominick; Colonel James E. Nicholson, Jr.; Colonel F. G. "Greg" Delleney, Jr.; Colonel Robert E. "Bobby" Lyon, Jr.; The Honorable Molly M. Spearman, SC State Superintendent of Education; Major General R. Van McCarty, SC State Adjutant General; member emeritus Colonel Douglas A. Snyder; Colonel Edward C. White, Jr., President, The Citadel Alumni Association (CAA); and Colonel John A. Olshefski, President, The Citadel Brigadier Foundation (TCBF). Mr. Gerald V. Baysden, Vice Chairman of The Citadel Foundation (TCF), was present.

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; Mr. Mark C. Brandenburg, General Counsel; Commander William A. Lind, Director of Executive Operations; Lieutenant Colonel Jack Porter, Associate Professor, and Chair, Faculty Senate; 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: Representatives of Cherry Bekaert, External Auditors, Roselle Bonnoitt, Director, Assurance Services, and Brandon Finn, Senior Manager; Mr. Gary C. Malloy, Internal Auditor; Dr. Karin W. Roof, Director of Accreditation and Assessment; Major Zane U. Segle, Associate Professor, Office of Study Abroad, International and Domestic Programs; Ms. Paget M. Tisdale, Director, Career Center; Colonel Cardon B. Crawford, Director of Government and Community Affairs; Colonel Lloyd A. "Chip" Taylor, Professor and Head of Department of Psychology; Lieutenant Colonel F. Ward Logan, Associate Vice President for Finance and Business; Mr. Scott Patterson, Accounting Manager; Major Michael S. Keeney, Budget Director; Colonel Christopher L. "Hawk" Moore, Chief Compliance Officer; and Lieutenant Colonel Leah S. Schonfeld, Assistant Vice President, Human Resources.

Lieutenant Colonel Shankar M. Banik, Professor, Department of Cyber and Computer Science, was present to receive an award. A new member of the staff, Ms. Valerie Mercado, Title IX Coordinator, was also in attendance to be introduced to the BOV.

Voting members absent: none. A quorum was present.

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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 called the meeting to order at 8:00 a.m. and welcomed everyone.

General Walters noted Vice President Mike Pence will be the guest of honor at the ninth annual Patriot Dinner given by The Citadel Republican Society at the Holliday Alumni Center on 13 February.

Colonel Delleney gave an invocation and the group recited "The Pledge of Allegiance."

Chair Price reviewed the schedule and agenda.

LTC Banik was presented by the Chair with a certificate of appreciation from the BOV to "recognize the extraordinary and highly successful collaborative effort between faculty and staff to secure specific language with the FY2020 DOD Appropriations Act" ... "resulting in funding to The Citadel between \$1 million and \$1.5 million for use in cybersecurity scholarships and the cyber security program."

Colonel Cansler and LTC Logan were presented by the Chair with a certificate of appreciation from the BOV "in recognition of the outstanding effort expended by the Financial Services staff to complete the FY19 accounting review."

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, Myers, Dominick, Nicholson, Delleney, Lyon, Spearman and McCarty.

Members of the BOV, the President, Vice Presidents, Director of Executive Operations, General Counsel, and the Recording Secretary were present for the executive session. All other personnel left the meeting.

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, Myers, Dominick, Nicholson, Delleney, Lyon, Spearman and McCarty.

After the conclusion of the executive session, the full meeting resumed at 8:49 a.m.

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Chair Price presented Colonel Crawford with a certificate of appreciation from the BOV to recognize his actions supporting the successful effort to obtain the DOD Appropriations Act funding.

Chair Price, head of the Executive Committee, called on the Cherry Bekaert representatives to begin their presentation of the results of the FY19 audit.

Ms. Bonnoitt congratulated the Financial Services staff on the work they had done in connection with the audit. She delineated items of auditor responsibility and service deliverables. Mr. Finn discussed the seven areas of required communications. In summary, Ms. Bonnoitt noted a clean opinion, no adjustments, no material weaknesses, no single audit findings, and full cooperation with management. All of the findings had been presented in a formal letter to management.

Mr. Malloy reviewed the FY2020 audit plan. He discussed the four audits which are conducted annually and nine audits which had been prioritized by the senior administrative staff.

Colonel Goff, Chair of the Strategy, Vision and Governance (SVG) Committee, stated two of the most important things that the BOV does is to hire the President and to approve the Master Plan. He called on Captain Lamberson to begin an update on the status of the Master Plan and the Flood Plan.

Captain Lamberson reported the first phase of the Master Plan is finishing up, and the staff from both Ayers Saint Gross and Quackenbush Architects have been greatly impressed with the input from cadets. He outlined the five goals of sacred spaces, comprehensive plan, context, sustainability, and process. The City of Charleston is running cost/benefit analytics on building a wall on the peninsula for water containment, with results anticipated in April.

BG Selden provided an update on the strategic plan entitled, *Our Mighty Citadel 2026*. She highlighted the plan and refresh cycle, noting that subject matter experts from the faculty and staff will participate in the SVG Committee meeting scheduled for 24 February. She is currently scrutinizing 21 programs that are experiencing low enrollment.

Colonels Nicholson and McCoy commended the Provost on her recent presentation to the SC House Ways and Means Committee.

After a brief break, Colonel Myers, Chair of the Education and Leadership Development (ELD) Committee, called on the Provost to begin the committee report.

Preliminary spring 2020 enrollment, transfer programs and graduate enrollment by school were reviewed. Fall semester highlights indicated "things are going well," as indicated by excellent news that our four-year graduation rate for the 2013 cohort has increased to 65.9%; The Citadel has been selected for the 2020 Carnegie Community Engagement Classification; and a new Dean of the Zucker Family School of Education, Dr. Evan Ortlieb, has been hired. BG Selden also outlined scholarships and grants awarded in FY19.

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Major Segle gave a briefing on the Office of Study Abroad, International, and Domestic Programs.

The Board will be asked to approve to new academic programs at the Saturday meeting.

Mr. Capaccio reviewed 2019 fall season highlights and accolades for the Athletics Department, a student-athlete academic summary by team, fall ticket sales, corporate sponsorships, and ticket and corporate sales outsourcing data.

The Commandant provided his first semester observations regarding cadet leadership; continued focus on all four classes; and rules, regulations and standards. A new Assistant Commandant for Discipline, Colonel Heyward Hutson, USA (Retired), has been hired. He reviewed his "way ahead" goals of improving officer and non-commissioned officer academies; building experiential training opportunities; Fourth Class System Structure project; and the rebalancing execution plan.

The meeting paused briefly between 11:55 a.m. and 12:10 p.m. to allow participants to pick up box lunches.

Colonel Love, Chair of the Communications and Community Relations (CCR) Committee, began the committee report by thanking the Board members for their participation in the teleconference held on 13 January. She complimented the staff of the Office of Communications and Marketing (OCM) for their work in preparing the Annual Report 2019.

Colonel Dorrian reviewed the topics included in the Annual Report: 2019 goals, publications, media relations, advertising, social media, website, and awards and recognitions.

A video entitled, "Confidence" was shown and commented on by Ms. Tisdale.

Colonel Crawford reviewed legislative affairs. He stated the Senior Military College Cyber Consortium was appropriated \$10 million in this year's federal appropriations act. The funds will be used for cybersecurity scholarships, faculty, certificates, research, competitions, software/hardware, summer programs, etc. State legislative priority requests for both recurring and non-recurring funding were delineated. He closed by reviewing general legislative information.

Colonel Love complimented Colonel Dorrian, Colonel Crawford and the OCM staff on their many accomplishments.

Colonel Taylor provided a highly informative presentation on the strategic topic of generational trends: influences of parenting, characteristics of Gen X and Millennial parents, parental concerns and behavior, impact of technology, college students unique characteristics, and The Citadel's competitive advantage.

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Colonel McCoy, Chair of the Operations and Risk Management (ORM) Committee, called on Captain Lamberson.

Captain Lamberson began the asset management update with a review of the FY20 project execution, summer barracks projects, and FY21 project planning items. Also highlighted were the FY20-24 Comprehensive Permanent Improvement Plan (CPIP); and the status of capital projects, including Bastin Hall, Swain Boating Center, Capers Hall, and the Johnson Hagood Stadium Sansom Field synthetic turf installation.

An executive overview slide from the Office of Institutional Compliance was reviewed by Colonel Moore. He closed by giving an overall Title IX and Title IX Tiger Team update and introducing Ms. Mercado.

Mr. Brandenburg said current insurance policies were renewed as of 23 January with a cost increase of approximately \$5,000.

LTC Logan stated the fiscal year 2019 financial statements of The Citadel and The Citadel Trust were filed on time and met all audit deadlines set by the State of South Carolina. Hard copies of the Fiscal Status Report have been distributed to the BOV.

Moody's rating comparisons were presented by Mr. Patterson, including balance sheet ratios, capital ratios, market ratios, contribution ratios, and the composite financial index analysis (three-year rolling average).

Major Keeney reviewed the FY20 budget to actuals figures with year-end projections. Data included summaries for the budget areas of E&G, Auxiliaries, Athletics and Barracks. The current projection summary indicates a surplus.

A primer pertaining to *The Citadel Scholarship Book FY18/19 with Recommendations for FY20/21* was outlined by LTC Logan. He closed by reviewing the motion for approval of the scholarship budget to be considered by the Board on Saturday.

Colonel Cansler discussed the zero-based budget initiative, with major factors considered, an analysis example, and the current status of the project.

A summary of the position reallocation efforts was delineated by LTC Schonfeld, along with the proposed next steps. Colonel Cansler noted that LTC Schonfeld had been elected as the Chair of the College and University Professional Association for Human Resources for the Southern Region.

The meeting was recessed at 2:52 p.m.

The Citadel Board of Visitors reconvened the meeting on Saturday, 1 February 2020, at 9:00 a.m. in the Board Room, Jenkins Hall to: receive reports from the President, The Citadel Brigadier Foundation (TCF), and The Citadel Alumni Association (CAA); conduct an executive session for personnel matters; consider minutes from previous meetings and motions for approval; consider Palmetto Medal cadet nominations (action items); 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 Stanley L. Myers, Sr.; Colonel John C. Dominick; Colonel James E. Nicholson, Jr.; Colonel Robert E. "Bobby" Lyon, Jr.; The Honorable Molly M. Spearman, SC State Superintendent of Education; Major General R. Van McCarty, SC State Adjutant General; member emeritus Colonel Douglas A. Snyder; Colonel Edward C. White, Jr., President, The Citadel Alumni Association (CAA); and Colonel John A. Olshefski, President, The Citadel Brigadier Foundation (TCBF). Mr. Gerald V. Baysden, Vice Chairman of The Citadel Foundation (TCF), was present.

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 F. G. "Greg" Delleney, Jr. A quorum was present.

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

Chair Price reviewed the remaining items on the agenda and listed upcoming events. He remarked the presentation of Gold Stars had gone well.

Colonel Lyon stated he had a parliamentary inquiry regarding placing an item on the Board agenda. Colonel Price responded with his opinion that the Chair of the Board retains the final approval of the agenda for each meeting. Colonel Goff also commented that this practice keeps the meetings focused strategically while ensuring emphasis on the conciseness of the discussion. Colonel Lyon noted he intends to offer an amendment to the operating rules of the Board of Visitors.

Highlights from General Walters' report included:

- An update on the cadet currently in the hospital
- Appreciation of the SVG Committee's review of the strategic plan update
- College is attempting to identify more revenue streams
- Discussed an overview of security measures for the Vice President and other politicians coming to campus
- Soft start of next capital campaign will be at the end of February and he will be going to Florida for fundraising events

- Topic of an electrical engineering program at the College of Charleston may be reengaged
- Dramatic shortage of teachers in both primary and secondary education indicates a need for more scholarships to support future educators
- Counseling Center is very vibrant in following up on matters related to suicide prevention

A general discussion took place pertaining to suicide prevention and steps being taken to retain cadets that can succeed in a military environment.

Colonel Lyon noted he has questions concerning the definition of hazing, major and minor, in the *Blue Book*. General Walters responded the Commandant will be reviewing and possibly rewriting portions of the book, with an emphasis on what to do rather than what not to do.

Colonel Olshefski thanked the Board for inviting him to participate in BOV meetings. He said TCBF will be changing their long-term money manager and reminded everyone of the upcoming annual TCBF auction. Citadel student-athletes are doing well academically.

Colonel White also thanked the Board for inviting him to participate in BOV meetings. He has invited both BG Selden and Captain Lamberson to make presentations to the CAA. The Memorandum of Understanding with The Citadel has been signed and CAA finished 2019 in great shape. CAA will create an academic endowment, with an intent to inject funds into the college's FY20-21 revenues. They currently financially supplement ROTC scholarships and consider aid to juniors and seniors with demonstrated financial need. Membership rates are currently flat at 12,000. They will propose to their Board the process requiring background checks at the 15 February meeting. The ring policy will be amended to incorporate the new "three years on campus" requirement for cadets.

After a brief break, Colonel Harrington 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, Lyon, Spearman and McCarty.

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, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Lyon, Spearman and McCarty.

The motions were considered.

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Colonel Harrington moved:

MOTION

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

- *20 and 21 September 2019 meeting*
- *1 October 2019 teleconference*
- *2 December 2019 teleconference"*

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

Colonel Harrington moved:

MOTION

"That the Board of Visitors, pursuant to §III(3)(B) of the College Regulations, approves the creation of the Management major."

A second was not required, as the motion was forwarded from the ELD Committee. The motion was approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Lyon, Spearman and McCarty.

Colonel Harrington moved:

MOTION

"That the Board of Visitors, pursuant to §III(3)(B) of the College Regulations, approves the creation of the Marketing and Business Development major."

A second was not required, as the motion was forwarded from the ELD Committee. The motion was approved unanimously by the voting members present in person: Price, Harrington, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Lyon, Spearman and McCarty.

Colonel Harrington moved:

MOTION

"That the Board of Visitors approves the scholarships budget in The Citadel Scholarship Book FY18/19 with Recommendations for FY20/21."

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

Colonel Harrington moved:

MOTION

"That the Board of Visitors authorizes the awarding of the cadet Palmetto Medal to candidates A and B, as discussed in executive session at the Saturday, 1 February 2020 meeting."

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

Colonel Price noted that he is still making efforts to retain "Big Red" at the Holliday Alumni Center, and that it may take up to two years to work out the details of any agreement.

There being no further business, the meeting adjourned at 11:55 a.m.

Respectfully submitted,

Patricia M. Kinard
Recording Secretary to the Board of Visitors