

THE CITADEL BOARD OF VISITORS
ANNUAL MEETING MINUTES
10 JUNE 2022

The Citadel Board of Visitors (BOV) held an annual meeting on 10 June 2022 in the Scarborough Multimedia Room, Holliday Alumni Center, to: conduct an executive session for an update on legal matters; receive a campus update from the President; receive reports from Board committees; consider reappointment of a Citadel Trust Director (action item); conduct an executive session for personnel matters to discuss the Daniel Fund; approve minutes and motions presented (action items); and discuss other BOV matters.

The following Board members were present: Colonel Dylan W. Goff, Chair; Colonel Peter M. McCoy, Sr., Vice Chair; Colonel Allison Dean Love; Colonel L. E. "Gene" Pinson; Colonel John C. Dominick; Colonel James E. Nicholson, Jr.; Colonel F. G. "Greg" Delleney, Jr.; Colonel Robert E. Lyon, Jr.; Colonel William M. (Bill) Connor, V; Major General R. Van McCarty, SC State Adjutant General; Mrs. Deborah W. Hargrove, representative for the Honorable Molly M. Spearman, SC State Superintendent of Education; member emeritus Colonel Douglas A. Snyder; Dr. Christopher C. Swain, Chairman, The Citadel Foundation (TCF); and Lieutenant Colonel William R. Culbreath, Jr., President, The Citadel Brigadier Foundation (TCBF).

Also in attendance were: General Glenn M. Walters, President; Brigadier General Sally C. Seldon, Provost and Dean of the College; Colonel Cardon B. Crawford, Senior Vice President for Operations and Administration; Colonel Thomas J. Gordon, Commandant of Cadets; Colonel Charles L. Cansler, Vice President for Finance and Business; Colonel William R. Leggett, 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, Chief of Staff; Mr. Mark C. Brandenburg, General Counsel; Dr. Darin T. Zimmerman, Dean and Traubert Chair, Swain Family School of Science and Mathematics; Dr. John E. Weinstein, Associate Dean of Accreditation for the Swain Family School of Science and Mathematics and Professor of Physiology; Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President; and Lieutenant Colonel John W. Powell, Jr., Secretary to the Board of Visitors.

Voting members absent: Colonel Stanley L. Myers, Sr.; and Colonel Triz V. Smith. A quorum was present.

The meeting followed the agenda at enclosure 1.

The meeting was in compliance with the Freedom of Information Act. Notice was posted in Bond Hall and on the college website 24 hours in advance. The media was notified by electronic means at the same time.

Chair Goff called the meeting to order at 10:30 a.m. Colonel Delleney gave the invocation and Chair Goff led the group in "The Pledge of Allegiance."

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Colonel McCoy provided a brief report on his trip to Bedford, VA for the D-Day Memorial Ceremony in which a Citadel plaque honoring 16 Citadel graduates and former cadets was unveiled by The Citadel Club of Greater Washington, D.C. General Walters was one of the speakers and Brigadier General Seldon also attended.

Chair Goff then reviewed the agenda and indicated all motions would be managed as the meeting progressed. He welcomed two special guests: Dr. Zimmerman and Dr. Weinstein.

Following comments from Brigadier General Seldon and Dr. Zimmerman commending Dr. Weinstein on his accomplishments in research, Chair Goff presented Dr. Weinstein with a plaque from the BOV recognizing his receipt of the 2022 Governor's Award for Excellence in Scientific Research at a Predominantly Undergraduate Institution (award was presented to him on 31 May in Columbia). Upon receiving the plaque, Dr. Weinstein credited the leadership of the college, the Swain Family School of Science and Mathematics, and the efforts of his students for this recognition.

Dr. Zimmerman and Dr. Weinstein left the meeting at 10:45 a.m.

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

The members of the BOV, President, Provost, Vice Presidents, Chief of Staff, General Counsel, and Secretary to the Board of Visitors were present for the executive session for legal matters. All others departed.

Following the briefing, Colonel McCoy moved to come out of executive session. The motion was seconded by Colonel Love and approved unanimously by the voting members present: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Lyon, Connor, and McCarty.

Mrs. Hedstrom rejoined the meeting.

Brigadier General Seldon presented a brief on financial aid and scholarships at The Citadel. Among the topics covered:

- Defining terms
- Grants and scholarships
- Goals of The Citadel Scholarship Program
- Unrestricted Scholarships
- Restricted Scholarships
- Typical Goals of Scholarship Programs
- The Citadel Alumni Association Scholarships
- Academic Common Market
- Financial Aid and Scholarship Coordination
- Financial Aid at The Citadel

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During the Provost's brief, conversation also included discussions on abatements, athletic scholarships, and scholarship limits by team. She also discussed the new Service to Country Scholarships designed to assist in recruiting and retaining cadets with ROTC scholarships.

Colonel Nicholson, Chair of the Operations and Risk Management (ORM) Committee, called on Colonel Cansler to begin the presentation of the FY22 budget to actuals data, through Period 10 ending 30 April 2022. He stated E&G funds currently show a slight deficit but should zero out by fiscal year end due to CARES funding and continuing cost reductions measures.

Colonel Cansler reviewed the status of unrestricted Trust funds, provided an update on unrestricted FY22 spending and a recommendation for FY23 spending.

Colonel Dominick moved:

MOTION

"That the Board of Visitors approves the proposed fiscal year 2023 expenditures of Trust unrestricted gifts as presented with the budget on 10 June 2022."

As the motion was forwarded from committee, a second was not required. The motion was approved unanimously by the voting members present: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Lyon Connor, and McCarty. The motion passed.

Colonel Cansler presented the FY23 proposed tuition and fees updates. He discussed the FY23 assumptions; reviewed the tuition and fees approved at the October 2021 BOV meeting; and reviewed new recommended increases. Although the BOV previously approved a potential 2.7% increase for both in-state and out-of-state tuition and fees, the actual recommendation does not include an increase for the Corps of Cadets or The Citadel Graduate College. Due to the current economic situation and the increasing cost of doing business, increases to room and board and a few auxiliary services are recommended.

Colonel Dominick moved:

MOTION

"That the Board of Visitors approves amending the tuition and fees for the SC Corps of Cadets as recommended and presented on 10 June 2022."

As the motion was forwarded from committee, a second was not required. Those members voting aye: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Connor, and McCarty. Those members voting nay: Lyon. The motion passed.

Colonel Dominick moved:

MOTION

"That the Board of Visitors approves amending the tuition and fees for The Citadel Graduate College as recommended and presented on 10 June 2022."

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As the motion was forwarded from committee, a second was not required. Those members voting aye: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Connor, and McCarty. Those members voting nay: Lyon. The motion passed.

Colonel Cansler then presented the proposed FY22 budget including: FY23 tuition revenue assumptions; FY23 appropriations; FY23 challenges and commitments; FY23 revenue and expense opportunities; and the proposed college budget.

Colonel Dominick moved:

MOTION

"That the Board of Visitors approves the operating expense budget of \$127.65M for fiscal year 2023 which includes the E&G budget, Athletics operations budget, Auxiliary budget, and other funds comprising the comprehensive operating budget, as presented on 10 June 2022."

As the motion was forwarded from committee, a second was not required. Those members voting aye: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Connor, and McCarty. Those members voting nay: Lyon. The motion passed.

Mr. Phil Reichner, Director of Marketing, joined the meeting at 12:30 p.m.

Colonel Cansler recommended the reappointment of Claudius E. "Bud" Watts, IV to the Citadel Trust Board of Directors.

Colonel Lyon moved:

MOTION

"That the Board of Visitors approves the appointment of Claudius E. "Bud" Watts, IV to The Citadel Trust Board of Directors for an additional six-year term, expiring 30 June 2028."

The motion was seconded by Colonel Pinson and approved unanimously by the voting members present: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Lyon, Connor, and McCarty.

Chair Goff called for a short break to pick up lunches for the working lunch at 12:50 p.m. Mr. Gary C. Malloy, Internal Auditor, joined the meeting.

Chair Goff opened the Executive Committee report giving the floor to Mr. Malloy. He presented the FY23 Audit Plan reporting the status of all the internal audits in the plan and outlined the FY23 proposed internal audit plan.

Colonel McCoy moved:

MOTION

“That the Board of Visitors approves the FY23 Internal Audit Plan presented on 10 June 2022.”

As the motion was forwarded from committee, a second was not required. The motion was approved unanimously by the voting members present: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Dellaney, Lyon, Connor, and McCarty. The motion passed.

Colonel Cansler and Mr. Malloy left the meeting at 1:00 p.m.

Chair Goff presented the proposed meeting dates for FY23:

- 3-5 August 2022 BOV Offsite
- 11-12 November 2022
- 24-25 February 2023
- August 2023 BOV Offsite (options presented)
- April 2023 (Columbia) TBD
- 9-10 June 2023

In the discussion on date options for the August 2023 offsite, it was decided the 23-25 August date was the preferred date with 2-4 August as the backup, depending on site availability..

Colonel Love, as chair of the Communications and Community Relations (CCR) Committee, called on Colonel Leggett and Mr. Reichner for the Office of Communications and Marketing update. Colonel Leggett introduced Mr. Reichner to the full BOV as the new Director of Marketing, then gave him the floor for the brief. Mr. Reichner discussed:

- The shift from micro to macro marketing, highlighting the nation-wide change in the undergraduate admission process and the responsive change in marketing strategy
- Targeted, attributable advertising illustrating marketing alignment
- Video advertising with an example of the new “How Did I Get Here?” video series
- the licensing and logo performance reporting the total revenue for the first three quarters of FY 2021-2022 already exceeds the yearly total for each of the last five years

Colonel Love commended Mr. Reichner for all his work.

Colonel Crawford began his legislative affairs update reviewing today’s announcement of the approved state appropriations stating it has been a very good year legislatively for The Citadel. He thanked members of the board for their efforts in advocating for our requests. He reminded the board that tuition had not been increased in three years but due to current economic indicators and projections, there may be a need to consider the possibility of an increase in-state and out-of-state tuition next year. On the federal level, he reported work with the Holland and Knight Law Firm in efforts to educate future Ukrainian engineers. He reported the request for FY23 appropriations for cyber funding has been submitted and commended Congressman Clyburn for his strong support for our cyber program.

Captain Jeffrey D. Lamberson, Vice President for Facilities and Engineering, and Mr. Jeff Hartsell, Sports Reporter, *The Post and Courier*, joined the meeting at 1:30 p.m.

Colonel Pinson, as vice chair of the Education and Leadership Development (ELD) Committee, called on Mr. Cappaccio for the Athletic Director's update. Mr. Cappaccio started his update with a brief review of the morning's tour of the athletic facilities. He then reviewed the spring academic success of the athletes and briefly reviewed the spring GPA by team. He next discussed the athletic highlights of the year. Among these: football defeated VMI and regained the Silver Shako; women's soccer advanced to the second round of the SoCon Tournament with the most wins since 2010; and volleyball became the first women's program to capture a SoCon Championship and made its first appearance in the NCAA Tournament; Coach Ed Conroy's return as the head basketball coach; and athletes receiving commissions. Additional discussion included the impact of the Name, Image, and Likeness Rule (NIL) of the National Collegiate Athletic Association (NCAA) and of the transfer portal on college athletics.

Colonel Gordon began the Commandant's update stating that he felt the Corps of Cadets is heading in the right direction but needs continued work. He then presented his observations for SY 2021/2022: the effort in professionalizing the training process is working; the Corps of Cadets needs to lead the Corps; and the need to underwrite the risk of well-intentioned failure. He stated the many rules and regulations need review and consolidation; and improvements are needed to eliminate selective enforcement of the rules. He next discussed the impact of the pandemic on the 4th class cadets and the lack of readiness for the 4th Class System, both physically and mentally. He then briefly reviewed the year-end statistics highlighting changes in disciplinary infractions from prior years; the 4th class year end retention; and the retention five-year trend line. He closed his report discussing his focus going forward:

- Improve how we Teach, Advise, and Coach (TAC)
- Continue to professionalize the culture of the Corps of Cadets
- Continue work on wellness both physically and spiritually
- Work on recruiting and retention by ensuring the incoming new cadets are better prepared for life as a cadet

Brigadier General Seldon began her update with a brief review of the academic data report for 2020-2021 and then provided an enrollment update. Among the highlights presented:

- Record prospect and application pools
- Projections for the next entering cadet class reporting that all current metric benchmarks had been met or exceeded
- Projection models indicate reaching the desired goal of 900 entering new cadets
- Efforts underway to ensure new cadets are properly prepared for cadet life
- Improvements for The Citadel Success Institute (CSI)

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The Provost then provided an update on the Quality Enhancement Plan (QEP) and reviewed the SACSCOC Reaffirmation Class of 2024 QEP timeline. She reported that following a detailed study, the QEP Theme Development Team determined “advising” will be the theme.

Chair Goff called for a ten minute recess at 2:25 p.m. and reconvened at 2:35 p.m.

Colonel Delleney, as chair of the Strategy, Vision and Governance (SVG) Committee called on Captain Lamberson for an update on the campus master plan.

Captain Lamberson began by stating that there is not much room on campus to expand which requires a study to explore future space needed, space available, priorities and then optional solutions. He then reviewed the twenty-year plan which he stated gives a great footprint of what is to come; allows for proper planning for current projects; and provides for more efficient engineering. He reviewed completed projects, those underway, and those to come. Among those discussed: Bastin Hall, Daniel Library, the Lt Col James B. Near, Jr., USAF, '77 Center for Climate Studies in Grimsley Hall, Byrd Hall, Capers Hall, and the new engineering building.

Mr. Brandenburg presented the eight proposed changes to the *College Regulations*.

Colonel Dominick moved:

MOTION

“That the Board of Visitors approves items 1 through 8 of the list of proposed changes to the College Regulations as presented on 10 June 2022.”

As the motion was forwarded from committee, a second was not required. The motion was approved unanimously by the voting members present: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Lyon, Connor, and McCarty. The motion passed.

Brigadier General Selden opened her Refresh Report on Our Mighty Citadel 2026 by stating the updates were previously presented at the 25 February 2022 BOV meeting, but not voted on at that time. The updates are for board approval consideration today.

Chair Dominick moved:

MOTION

“That the Board of Visitors approves the changes to the Our Mighty Citadel 2026 strategic plan as presented on 25 February 2022.”

As the motion was forwarded from committee, a second was not required. In discussion that followed, Colonel Lyon expressed concern that cost and revenue were not reflected in the update and that he does not agree with some of the changes. The vote was called. Those members voting aye: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, and McCarty. Those members voting nay: Lyon. Those members abstaining: Connor. The motion passed.

General Walters began the President's report stating that the college is now able to look to the future as we have resumed normal operations with a continued awareness and consideration of potential COVID related issues. Topics discussed were:

- Thanked Colonel Delleney for his successful efforts advocating for The Citadel with state legislators and the board for their support.
- Reported the senior staff would hold its annual offsite next week. Among the topics for discussion will be faculty and staff retention, and ideas on how to provide housing assistance for newer members of the workforce.
- Reported on the Southern Conference (SoCon) Presidents' Meeting and the shared concerns of changes coming to collegiate athletics. One of the concerns is the likelihood of the National Collegiate Athletic Association (NCAA) pushing regulations down to individual conferences and the associated costs and issues that this would incur on smaller conferences.
- Discussed the status of the SoCon and that the member colleges all have shared values. Mr. Hartsell added the opinion that the SoCon colleges all need to continue to play by the same rules.
- Discussed impact of the transfer portal and the Name, Image, and Likeness (NIL) Rule .

Chair Goff called for a ten-minute recess at 3:45 p.m.

The Provost, vice presidents, and Mr. Hartsell departed the meeting.

The meeting reconvened at 4:00 p.m.

Chair Goff asked for a motion to change the order of the agenda to hold the topics of discussion until after the executive session. The motion was made, seconded, and approved by acclamation.

Colonel McCoy moved to go into executive session for personnel matters to discuss the Daniel Fund. The motion was seconded by Colonel Dominick and approved unanimously by the voting members present: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Lyon, Connor, and McCarty.

The members of the BOV, President, General Counsel, Executive Assistant to the Board and Senior Vice President; and Secretary to the Board of Visitors were present for the executive session for personnel matters.

Following the briefing, Colonel McCoy moved to come out of executive session. The motion was seconded by Colonel Dominick and approved unanimously by the voting members present: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Lyon, Connor, and McCarty.

Colonel McCoy moved:

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MOTION

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

- *6 April 2022 meeting*
- *2 May 2022 teleconference*

The motion was seconded by Colonel Dominick. The motion was approved unanimously by the voting members present: Goff, McCoy, Love, Pinson, , Dominick, Nicholson, Delleney, Lyon, Connor, and McCarty. Members voting against the motion: none. The motion passed.

Chair Goff opened the discussion period reporting that he had received a letter from Lieutenant Colonel Charles E. Bledsoe, President, The Citadel Alumni Association (CAA), and the CAA Board of Directors with a resolution requesting a change to the college’s mission statement to include the term “citizen soldier.” A discussion on the mission of the college followed with the consensus that the change should be made but not until the reaccreditation process is completed. It was noted that a significant portion of the reaccreditation evaluates how an institution’s policies and actions reflect the college’s mission statement. That process is already underway for our upcoming review. The appropriate means of communicating CAA’s request was discussed with the point that the CAA already has a voice on the BOV. General Walters stated the MOU between the college and CAA needed updating when he first arrived and stressed the need for a strong working agreement between the two. Colonel Lyon expressed the desire for further efforts in reworking the Corps of Cadet 24-hour schedule so to allow for some form of family-style dining.

Chair Goff reminded all of the CSI cookout this evening.

There being no further business, Colonel McCoy moved to adjourn. The motion was seconded by Colonel Goff and approved unanimously by the voting members present: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Lyon, Connor, and McCarty.

Chair Goff adjourned the meeting at 5:15 p.m.

Respectfully submitted,

John W. Powell, Jr.
Lieutenant Colonel, USMCR (Ret)
Secretary to the Board of Visitors