

THE CITADEL BOARD OF VISITORS  
OFFSITE MEETING MINUTES  
4-5 AUGUST 2022

The Citadel Board of Visitors (BOV) held offsite meetings at the Wampee Conference and Retreat Center in Pinopolis, SC on 4 and 5 August 2022 to: receive a brief on commissioning from the different Reserve Officer Training Program (ROTC) units; receive a brief on the new engineering building; receive a facilities update on campus building and maintenance projects; receive remarks from the President; conduct an executive session to discuss personnel matters (BOV Self-Evaluation); conduct BOV development exercise; conduct an executive session to discuss personnel matters (Agency Head Evaluation); discuss any action items as a result of the executive session; and discuss other Board matters.

The following Board members were present on 4 August: Colonel Dylan W. Goff, Chair; Colonel Peter M. McCoy, Sr. Vice Chair; Colonel Allison Dean Love; 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. Lyon, Jr.; Colonel William M. (Bill) Connor, V; Colonel Triz V. Smith; 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 William E. Jenkinson III; member emeritus Colonel Douglas A. Snyder; Mr. James J. "Jay" Ethridge, Vice 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. Selden, 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 Cansler, Vice President for Finance and Business; Captain Jeffrey D. Lamberson, Vice President for Facilities and Engineering; 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; Colonel Giles "Russ" Boyce, Professor of Naval Science (NROTC); Colonel Matthew A. Morand, Professor of Aerospace Studies (AFROTC); Lieutenant Colonel Matthew "Hunter" Bowers, Associate Professor of Military Science (AROTC); Mrs. Lori 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: 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 Goff opened the meeting at 9:15 a.m. In his opening remarks he welcomed Mr. Etheridge, Vice Chair of TCF representing TCF in Dr. Swain's absence, and briefly reviewed the agenda. He announced that the Secretary would be circulating the annual Commitment to Excellence and Ethics form for board members to sign. He encouraged those that could, to attend the President's address to the parents of incoming new cadets on Matriculation Day on 13 August.

Brigadier General Selden began her Commissioning Brief by announcing The Citadel's designation as the #1 ROTC Program in the country by *College Magazine* and The Citadel #1 Army ROTC program in the country by *Part-Time Commander*. She then introduced the commanders of the Air Force and Naval ROTC Programs and the Executive Officer of the Army ROTC program. She continued with a brief review of the history of ROTC and then the history of ROTC at The Citadel. Among the highpoints mentioned were:

- The first form of ROTC was at what was to become Norwich University in 1819
- The National Defense Act of 1916 formally creating the ROTC structure for the Army
- Navy allowed to participate in ROTC in 1925
- ROTC opens to women in 1973
- Since inception, The Citadel has offered military instruction and training
- The Citadel designated by the War Department as one of the honor military schools

She then reviewed ROTC and military training at The Citadel as mentioned in historical college catalogs and then the current ROTC curriculum structure and participation requirements. This prompted a brief discussion of the participation structure that allows non-contract cadets to enroll in a 3-hour ROTC-fulfillment course each semester instead of a ROTC course which was implemented in AY 2018-2019. She reviewed the commissioning statistics for The Citadel for the last 20 years. She noted The Citadel has graduated 310 general and flag officers, which leads all other senior military colleges, and recognized the two alumni that received the Medal of Honor. She next discussed the trends in the size and profile of the U.S. military, highlighting the downsizing of the military and the lowering number of ROTC scholarships being awarded. Discussion followed on the restructuring of AFROTC scholarships with the bulk being held until the third year of college and the expectation of the other services to soon follow. Colonel Pinson expressed a concern that a number of graduates believe the "new" ROTC-fulfillment course program will lead to the elimination of the ROTC course requirement completely. President and Provost stated that will never happen. Chair Goff reminded the members that they have the responsibility to correct such false rumors.

Lieutenant Colonel Bowers provided a brief on the AROTC program at The Citadel. He discussed:

- The mission of the AROTC program
- National goal and The Citadel's AROTC enrollment/mission
- Pathways to contract/commissioning
- Scholarship programs

- Incoming freshmen with scholarships – attributed significant increase from past years to “Service to Country” scholarship

Colonel Morand then reviewed the presentation slides on the AFROTC program at The Citadel. He discussed:

- The mission of the AFROTC program
- National goal and local mission – noted that The Citadel AFROTC Detachment 765 is the third largest in the nation for cadets enrolled in classes
- Det 765 AY 22-23 projections
- Pathways to commissioning
- Statistics on cadets in scholarship programs
- Future projections
- Work with The Citadel’s Recruiting and Retention Task Force

Commander Lind departed the meeting at 11:15 a.m.

Colonel Boyce presented the brief on the NROTC program at The Citadel. He discussed:

- The mission of the NROTC program
- Annual goal – noted only goal is for nuclear power officers
- Third or fourth largest NROTC program in the country
- Cadets and active duty programs: Marine Enlisted Commissioning Education Program (MECEP) and the Seaman to Admiral-21 Program (STA-21)
- Pathways to commissioning
- Details of scholarships and advanced standing
- Statistics on incoming freshmen and commissioned students
- Work with The Citadel’s Recruiting and Retention Task Force

Chair Goff called for a short recess at 11:35 a.m.

Colonels Boyce and Morand and Lieutenant Colonel Bowers departed the meeting at the recess.

Chair Goff reconvened the meeting at 11:40 a.m.

Brigadier General Selden began the update on the new engineering building by reviewing the vision: “Educating the next generation of innovative engineers that impact the world through principled leadership.” She then discussed the four priorities:

- Infrastructure for growth
- Innovation throughout the curriculum and co-curriculum
- Interdisciplinary collaboration
- Inclusion and Outreach

She discussed the aspirational goal and the motivation for the new building. She reviewed the progression of the current engineering building from first opening in 1937, a third floor added

in 1940, naming the building LeTellier Hall in 1954, to Citadel engineering today. The Provost then discussed the desired modern engineer outcomes: laboratories, effective communication, design, leadership, and teamwork. She reviewed the outcomes and return on investment illustrated in The Citadel Effect and the outcomes of engineering students at The Citadel. She concluded her brief by reviewing the slides of the proposed floor plans and the proposed timeline.

Colonels Myers and Snyder departed the meeting at 12:00 p.m.

A discussion followed with General Walters stating the school has already received \$25.4 million from state appropriations. Additional funding for the engineering building will be required. Dr. Dowd commented on raising funds and the potential for a “naming” opportunity. Captain Lamberson indicated the project would take approximately five years to complete. The Provost stated this building would be a key recruiting tool for both students and faculty.

Chair Goff recessed the meeting for lunch at 12:15 p.m. stating that he would like to reconvene at 1:00 p.m. instead of 1:15 p.m.

Chair Goff reconvened the meeting at 1:05 p.m.

Captain Lamberson presented his facilities update briefly discussing the completion of Bastin Hall and the status of the Capers Hall replacement. He reported the Capers Hall project is 55% completed and Section I should be finished in March. The building is on schedule to have classes in the next academic year. He then briefed the Stevens Barracks Livability Renovation project, stating this work is to extend the life of the barracks for 10 more years Livability work continues but extensive work was completed this summer to include:

- Replacing ceiling tiles
- Painting walls
- Refinishing floors
- Replacing air conditioning units
- New furniture
- Concrete repairs
- Painting the quadrangle

General Walters reported the decision to renovate instead of replacing was made due to financing and would save the need for a \$40 million bond. Captain Lamberson indicated the renovation will cost approximately \$14 million. The project will replace: the roof, windows, doors, electrical system, and HAVAC components. Included in the project is the renovation of the existing steam plant with new boilers, replace existing steam lines to all barracks and Coward Hall, and the renovation of the chilled water system. He then briefed the completion of the Summerall Chapel roof repair and the Summerall Chapel Stained Glass Restoration Project.

General Walters began his remarks discussing the upcoming Matriculation Day and the anticipated entering class size. He reported Athletic Cadre is over with the athletes now in practice. He then reviewed a number of challenges. Workforce issues on campus such as replacing skilled workers in professions that are decreasing in numbers. One example given

was seamstresses in the tailor shop. Supply chain issues are impacting the ability to procure necessary items such as cadet uniforms in a timely manner. The President then addressed the East Side Stands issue and discussed the three proposed courses of action. Each option is based on available funding. The first option would cost approximately \$6.5 million and would provide 3000-3500 seats, restrooms, and concessions. Additional facilities, such as locker rooms, and suites could be added if additional funding becomes available. Dr. Dowd indicated the decision point would be determined by the funding available in December.

The General announced the receipt of a letter from the U.S. Department of Transportation, Maritime Administration, informing him of the victory ship *SS Citadel Victory* built during World War II and named in honor of The Citadel. The letter indicated a number of artifacts from the ship have been preserved and the agency would like to make them available to The Citadel through loan or donation.

In the discussion during the General's comments, Colonel Dominick asked about repairs for water intrusion and mold in the West Side Stands. Captain Lamberson reported the work was in process. Chair Goff then asked Colonel Nicholson and the Operations and Risk Management Committee (ORM) to track the work on the West Side Stands. General Walters then discussed the decision to move the Corps of Cadets to the other end of the West Side Stands for home football games. Colonel Gordon reviewed the decision points: they will be in uniform so this will get them into the shade earlier; they will have their own concessions stand to prevent cadets clogging up the venues under the stands; and at game end that is the direction they travel towards campus.

Chair Goff then announced we would move next to the BOV Development Exercise. Colonels, Gordon, Cansler, and Leggett, Captain Lamberson, Mr. Capaccio, Dr. Dowd and Mr. Brandenburg departed the meeting. He then read the first prompt for the exercise: each member should write down the one thing they are most proud of accomplishing or the thing they most want to accomplish during their tenure as a member of the Board of Visitors. He then announced a short recess to complete the assignment. Upon return, these were given to Mrs. Hedstrom for compiling. The members were then randomly separated into teams of two. Chair Goff then read them the second prompt: to write a mission statement for The Citadel in 2062. After being given time to do so, the members came back together and each team read their mission statement. It was interesting to note most of the new mission statements were either the same or very close to the current statement. They then reviewed their input from the first exercise.

Chair Goff then opened the discussion on the Conflict of Interest Policy. What constitutes a conflict of interest was discussed. Personal interests were explored discussing financial, family, friendships, and social factors. Common types of conflict of interest were discussed. Among these: financial and non-financial conflict, conflict of roles, and predetermination. Several board members described circumstances in which they had to excuse themselves from situations. Colonel McCoy discussed a situation in which he was approached by an individual to discuss a

cadet's discipline case. He had to excuse himself from the conversation because of the possibility of sitting on the cadet's appeals panel. Colonel Dominick recounted a situation in which he declined an invitation to attend an alumni meeting concerning the East Side Stands knowing the decision on the stands would come to the BOV.

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

The members of the BOV, President, Provost, Senior Vice President, and Secretary to the Board of Visitors were present for the executive session for personnel matters. All other personnel left the meeting.

Following the discussion, 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, Smith, and McCarty.

Colonel Goff asked board members to submit their contribution to the service tip to Colonel McCoy and their offsite evaluations to the Secretary. The meeting was recessed at 4:15 p.m.

The Citadel Board of Visitors reconvened the offsite meeting on Friday, 5 August 2022, at 9:00 a.m. in the Board Room of the Wampee Conference and Retreat Center. 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; Colonel Triz V. Smith; 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;; Mr. James J. "Jay" Etheridge, Vice Chairman, The Citadel Foundation (TCF); and Lieutenant Colonel William R. Culbreath, Jr., President, The Citadel Brigadier Foundation (TCBF).

Also in attendance were: Mrs. Lori 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. A quorum was present.

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

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The members of the BOV and the Secretary to the Board of Visitors were present for the executive session for personnel matters. All other personnel left the meeting.

Colonel Connor departed the meeting at 10:00 a.m.

Following the discussion, Colonel Dominick 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, Smith, and McCarty.

In the closing comments, Colonel Love stated it is important to note all the great things going on at The Citadel and board members need to be sharing them. Chair Goff reminded all of Matriculation Day and encouraged board attendance. Colonel Nicholson recommended board members to attend the Staff Clean-up day on campus.

Chair Goff thanked all for their participation.

There being no further business, the meeting adjourned at 10:30 a.m.

Respectfully submitted,

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