

THE CITADEL BOARD OF VISITORS  
MEETING MINUTES  
11 and 12 November 2022

The Citadel Board of Visitors (BOV) held a meeting in Bond Hall, Room 295, on 11 November 2022 to: present certificate of recognition to staff; receive reports from the President and Board committees; consider any action items presented; conduct an executive session for personnel matters to discuss Honorary Degree and Palmetto Medal (non-cadet) nominations; consider motions as a result of that executive session (action items); consider minutes from previous meetings and motions for approval; and discuss other Board 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 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; Mrs. Deborah W. Hargrove, representative for the Honorable Molly M. Spearman, SC State Superintendent of Education; members emeritus Colonel William E. Jenkinson, III and Colonel Douglas A. Snyder; Dr. Christopher C. Swain, Chairman, The Citadel Foundation (TCF); Mr. John P. McAleer, III, President, The Citadel Alumni Association; 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; 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; Commander William A. Lind, Chief of Staff; Mr. Mark C. Brandenburg, General Counsel; Dr. Amanda Mushal, Associate Professor, Department of History, and Faculty Senate Chair; Mrs. Susan Schady, Budget Director; Ms. Emily Poland, Executive Business Coordinator; and Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President.

Presenters during the meeting: Ms. Valerie Mercado, Title IX Coordinator and Compliance Officer; Major Len Niebo, Chief Information Officer; Lieutenant Colonel Kelly A. Brennan, Associate Provost of Enrollment Management; Lieutenant Commander Chad Faber, Director of Admissions; and Colonel Thomas S. Clark, Executive Director, The Krause Center for Leadership and Ethics.

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 called the meeting to order at 8:30 a.m. He made a few announcements, welcomed new CAA President Mr. McAleer and others in attendance, and reviewed the agenda.

Colonel Delleney gave the invocation and Colonel Dominick led the group in reciting "The Pledge of Allegiance."

Chair Goff invited General Walters to provide a campus update. Highlights from General Walters' report included:

- He discussed current recruiting, application, and deposit status. We are running ahead of last years' numbers and have confidence in our recruiting and admissions efforts.
- Last year the college's marketing and recruiting model was changed, which led to a 14.9% increase in matriculation numbers. This is one of the higher numbers in the country while other schools are still struggling with matriculation rates.
- He discussed how the Common App has increased the college's number of contacts, which has led to an increase in the number of prospects, deposits and applications.
- The Citadel Graduate College (CGC) numbers are also up, mostly in Master's business.
- The three cadets from Ukraine are doing well academically and also overall well.
- The cadet command brought an issue to the administration's attention this week, in that there was a software glitch in the payment of ROTC scholarships. Thank you to BG Selden and her team for fixing it that afternoon.
- The anticipated completion date for the new Capers Hall is 15 July 2023. The project is currently three million dollars under budget. Future discussion is needed as to how the college will celebrate the opening of that new academic building.
- He provided a brief update on the steam plant on the west side of campus.
- Additional renovations will be made to Stevens Barracks in summer 2023 to make all barracks standard. Work will be done again in the summer so as to not interrupt the school year.
- Once the new Capers Hall is complete, the college will work to bring eight units on the north side of campus (Mims Ave) back online. Two years ago, these housing units were turned into office space to accommodate faculty and staff from Capers Hall. Having these units back will provide campus housing for essential personnel and serve as a way to attract new employees.
- He discussed last year's and this year's legislative ask for the new engineering building.
- The Veterans' program received a six hundred thousand dollar grant (two hundred thousand per year over three years) to support an assistant director position, programming and career and academic coaching. The program now has three FTEs, one work study student and one graduate student.
- The Citadel now has a direct feed for pre-law students to Mercer University School of Law. In the works is a feed for pre-medical students to Mercer University School of Medicine and the Uniformed Services University (USU).

- The college is starting a pre-ministry program and pre-professional program in banking and finance. These programs will enhance the experience and job placement of students.
- Making progress with the Ukraine-Citadel initiative of securing federal monies to bring more Ukrainian students here. Had a Zoom meeting with the Ukrainian ambassador and have an in-person meeting scheduled with her in DC later this month. The programs that might of interest are engineering, business and supply chain management – all programs which would train Ukrainian students to help rebuild their country.

General Walters provided the following in response to questions from Board members:

- Still working on National Guard scholarships tied to education and teaching. BG Selden added that Colonel Evan Ortlieb, Dean of the Zucker Family School of Education, has done a good job with building partnership with the South Carolina Commission on Higher Education. Mrs. Hargrove commended Colonel Ortlieb for thinking outside the box.
- Two-year Air Force ROTC scholarships are not happening yet, but will know the status once the Class of 2027 reports.
- Brief discussion of The Citadel's Service to Country Tuition Scholarships and National Service Room/Board Scholarship. BG Selden indicated this should be prioritized from a fundraising perspective.
- The school has not heard specifics on higher education capital funding, but Colonel Crawford can look into it.

Mr. Juan Santiago, Utilities Division Chief, Facilities and Engineering, and Mr. Glenn Easterby, Deputy Director for Facilities and Engineering, joined the meeting for a special recognition. Chair Goff presented a certificate of recognition to Mr. Santiago and thanked him for his extraordinary dedication to The Citadel and its mission. Mr. Santiago and Mr. Easterby departed after the presentation.

Chair Goff called for a short break. LtCol Culbreath and Mr. Capaccio departed the meeting.

Upon reconvening the meeting, the Chair invited LCDR Faber to discuss the strategic enrollment plan. LCDR Faber outlined six strategies to achieve enrollment goals: on-campus recruiting initiatives; leveraging of scholarships; digital and print engagement; off-campus recruiting initiatives; Memorandum of Understandings (MOUs) with strategic partnership schools; and parent engagement. He finished his presentation by sharing the continuing challenges The Citadel faces. In response to Colonel Jenkinson's question about what the school's greatest scholarship need is, LCDR Faber indicated unrestricted financial aid to meet the gap.

Mr. Brandenburg briefly discussed the Hampton Park utility easement with the City of Charleston.

Colonel Pinson moved:

**MOTION**

*"That the Board of Visitors accepts the Hampton Park utility easement from the City of Charleston, dated September 27, 2022, and authorizes the Chair to execute the necessary documents."*

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

Colonel Gordon provided an update on the Infirmary. Overall, it has been a smooth transition to the Medical University of South Carolina (MUSC), including professional staff and great quality of care. Operationally, there has been a progressive increase in daily patient volume. Enhancements include: improved care due to expertise of staff; expedited access to MUSC facilities; MUSC shuttle transportation for cadet medical appointments; after hours care through Virtual Urgent Care; MUSC EPIC (cadet access to online medical information); expansion of medication management for cadets; coordination with The Citadel Counseling Center; concussion management; digital x-ray; and revamped medical admissions review. Colonel Cansler added that the arrangement with MUSC is impacting the cadets in a positive way with a higher level of service and more automated processes in place.

Colonel Crawford shared a recap of the 25 October 2022 quarterly board meeting of The Citadel Real Estate Foundation (TCREF) attended by Colonel Nicholson, General Walters, Captain Lamberson and himself. During that meeting, General Walters gave a quick campus update and reiterated the school's top three capital project priorities: the new Capers Hall; Stevens Barracks longevity project; and the new engineering building. The school will now work to maintain and refurbish certain campus housing units, as it wants to be positioned to offer affordable housing to select faculty and staff. The Wilson units are currently being worked on and the Mims units will be turned back into housing once the new Capers Hall opens. The President asked TCREF to take a look at the possibility that TCREF might purchase property/units on the economy that would support additional housing. TCREF asked the school to provide what the housing requirements might be, the proximity this property should need to be to campus, and possible pricing parameters. The parking garage was also discussed at this meeting and everyone agreed that, for now, the concept of a parking garage is not feasible.

Colonel Nicholson, Chair of the ORM Committee, called on Ms. Mercado to provide an overview of the Clery Report. The Citadel met all Clery requirements by publishing the ASFSR on 30 September 2022. The school's Clery Compliance Program includes a new Campus Security Authority (CSA) training module, in-person departmental trainings, and Maxient case management software which helps to streamline the process. Ms. Mercado finished her report with observations on the 2021 statistics.

BG Selden introduced Major Niebo, saying he has already had a big impact on IT on campus. Major Niebo began the IT security and technology refresh report by stating the Critical Controls Security score for the college continues to steadily increase. The goal for 2023 is to compare The

Citadel against other higher education and peer institutions using standards from Educause and Gartner. He added the technology equipment refresh is on track while keeping a steady eye on inventories for networking equipment from vendors.

Captain Lamberson began by saying that Facilities and Engineering is getting a lot of work done on campus with the BOV's and administration's support. He discussed improvements to steam lines on the west and east sides of campus, with north side improvements to be done when the engineering building is replaced. In summer 2022, work was done on the livability of rooms in Stevens Barracks. Summer 2023 will include improvements to the Stevens Barracks' roof and window replacement as well as the Stevens Barracks longevity renovation project which will increase the lifespan of the barracks as a cadet living space and improve conditions to the other four battalion levels. Work is being done over the course of summers to minimize the impact on students. The roof improvements, window replacement, and renovation project will be paid for out of the Stevens Barracks Sinking Fund.

Colonel Cansler introduced the new Budget Director, Mrs. Schady, and commended her for taking the finance team to the next level. He reviewed the FY22 financial report and reminded the group that The Citadel did not lay off, RIFF or furlough any employees during the pandemic. The takeaway is that The Citadel managed its way through the economic challenges caused by the pandemic, resulting in a better outcome than its peer institutions. He followed this with a report on the current year's budget to actuals. In summary, non-execution of salaried and operating projected to decrease budget gap down to \$2.6 million E&G deficit with other mitigation ongoing. The proposed tuition and fees for next year were then presented (action item). The current environment chart was highlighted, showing a comparison of Citadel tuition yearly increase vs. Higher Education Price Index (HEPI) vs. inflation. Early approval of tuition is needed for the Office of Financial Aid to package students. Tuition will then be revisited by the Board in June 2023.

Colonel Dominick moved:

#### **MOTION**

*"That the Board of Visitors approves the proposed FY24 Tuition and Fees as presented on 11 November 2022."*

As the motion was forwarded from committee, a second was not required. The motion was approved by the voting members present: Goff, McCoy, Love, Pinson, Myers, Dominick, Nicholson, Delleney, Lyon, and Smith. Colonel Connor abstained due to a conflict of interest. The motion passed.

Colonel Cansler outlined The Citadel Trust Board's recommended changes to the McCormick Fund (action item) based on the Fund's purpose no longer being feasible due to the limited investment options. The recommendation addresses the investment limitation and broadens the potential recipients while maintaining a preference for recipients per the original deed.

Colonel Dominick moved:

**MOTION**

*"That the Board of Visitors approves the recommendation as proposed to update the McCormick Fund's Deed of Trust agreement."*

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

Mr. Capaccio returned to the meeting.

Colonel Love, Chair of the Communications and Community Relations (CCR) Committee, began the committee report by thanking The Citadel family for its support during her mother's passing. She then invited Colonel Leggett to provide an update from the Office of Communications and Marketing (OCM). Colonel Leggett reviewed the topics included in OCM's report: The Citadel effect, website performance, digital advertising, social media, out of home advertising, and licensing royalties.

Colonel Crawford reviewed legislative affairs. State legislative appropriations requests for both recurring and non-recurring funding were delineated. On the federal side, for the fourth year, The Citadel has received \$1.4 million in federal funding for its cyber program. He discussed General Walters's and BG Selden's recent trip to DC to support the Ukrainian-Citadel initiative and the pro bono work being done by the Holland and Knight law firm to further this initiative. During the DC trip, the President and Provost also met with representatives from the embassy of the Netherlands, resulting in the Netherlands agreeing to send students here for certificates in cyber.

Colonel Pinson, Chair of the Education, Leadership and Development (ELD) Committee, congratulated the team on a very successful Homecoming. He then called on BG Selden for the Provost's update. BG Selden highlighted the four biggest priorities from an academic perspective: commitment to recruitment and retention (recruiting Veteran students is the greatest area of opportunity); focus on academic excellence; continuing to improve practices and processes; and SACSCOC ten-year reaffirmation. She added that a lot of effort is underway with the Quality Enhancement Plan (QEP) and that the BOV will be engaged in that work as the plan develops more.

LTC Brennan reviewed enrollment numbers, including a breakdown of summer and fall 2022 enrollment and a four-year comparison (2019-2022) of applications, admits, total deposits and matriculation numbers. Two CSI sessions were held in summer 2022. However, due to the shifting of high school schedules, only one large session will be held in summer 2023 (July). She contributed the increase in total deposits to matriculation for the Class of 2026 to the administration's efforts in developing a strong recruitment and marketing plan and improved communication with prospective students.

Colonel Gordon reported that retention looks good and is hovering on a ten-year average. The main reasons cadets have departed were an inability to adapt and mental health reasons. There has been an increase in the number of cadets visiting The Citadel Counseling Center, but the take rate for telehealth is low. The Commandant's Office will further assess how telehealth is being marketed and advertised and if the company currently providing telehealth services is the right fit. He shared that the school is retaining female and minority cadets better and that retention of athletes is twice that of the Corps of Cadets right now. His report concluded with a brief discussion on the integration of combatives, the purpose of which is to provide cadets with the ability to demonstrate confidence and courage.

After a short break to get boxed lunches, the meeting resumed.

In the Athletic Director's report, Mr. Capaccio briefly discussed the impending changes to college athletics with the NCAA and the big athletic conferences. He emphasized the culture of sports teams and getting the right athletes to fit that culture. A brief discussion of grooming standards for graduate student-athletes followed. Information on nutrition plans was shared and a comparative chart of different sports ticket sales/revenues based on win/loss records was shown. He indicated the athletic department's intent to return to roster management next year.

Colonel Delleney, Chair of the SVG Committee, invited Colonel Gordon and Colonel Clark to provide an update on the Leadership Development Program (LDP). After a brief overview of the purpose of the program, Colonel Clark provided a status update on Objective 1.1 of the *Our Mighty Citadel 2026* strategic plan, focusing on Principled Leadership Review Paper, Principled Leadership Skills, Leadership Development Transcript Policy, and Key Performance Indicators (KPI). For Objective 1.3, Colonel Clark indicated the emphasis is on programs that provide more substantial leadership development and advanced service learning and community engagement experiences.

Colonel Gordon thanked the Classes of 1970, 1971 and 1990 for their generous funding of the Leadership Training Exercises (LTE). Since endowments are at various stages of maturity and as a means of reducing costs, LTEs will now be conducted on campus. Colonel Lyon commended the Commandant for these efficiencies. Colonel Gordon shared that he would like to replicate a leadership reaction course on campus that could be used by both The Citadel population and possibly outside organizations. He has implemented a Commanders' Course, which includes ten interactive leadership discussions over breakfast, and a Commander's 360 degree Evaluation, which is a leadership development tool designed to measure leadership behaviors and enables one to take action to improve effectiveness as a leader.

BG Selden concluded the SVG report with the annual strategic plan update. Her team is already outlining the next strategic refresh for February 2024 and are putting final touches on the *Our Mighty Citadel 2026* dashboard (metrics). She shared that The Citadel is starting a semester long program in cyber in Estonia.

After a ten-minute break, the meeting resumed. The members of the BOV, the President, and the Executive Assistant to the Board and Senior Vice President returned after the break. Colonel Jenkinson and all other personnel left the meeting at the break.

Colonel Dominick, Chair of the Ad Hoc Awards Committee, reviewed *Memorandum 1-002 Nomination and Award of Honorary Degrees, The Palmetto Award and Other Honors Policy*.

Colonel Dominick moved to go into executive session for personnel matters to discuss Palmetto Medal (non-cadet) nominations. The motion was seconded and approved unanimously by the voting members present: Goff, McCoy, Love, Pinson, Myers, Dominick, Nicholson, Delleney, Lyon, Connor and Smith.

Only the members of the BOV, the President, and the Executive Assistant to the Board and Senior Vice President were present for the executive session.

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

Colonel Delleney moved:

**MOTION**

*"That the Board of Visitors authorizes the awarding of the non-cadet Palmetto Medal to candidates A, B, E, and F, as discussed in executive session at the 11 November 2022 meeting."*

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

Colonel Delleney moved:

**MOTION**

*"That the Board of Visitors authorizes the purchase of six additional Palmetto Medals."*

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

General Walters departed the meeting.

Colonel Delleney moved:

**MOTION**

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

- *10 June 2022 meeting*
- *1 August 2022 teleconference*
- *4-5 August 2022 offsite meeting*
- *3 October 2022 teleconference*
- *1 November 2022 teleconference"*



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

Colonel McCoy and Colonel Smith recluded themselves from the meeting due to a conflict of interest over the upcoming Honorary Degree discussion.

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

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

Colonel Delleney moved:

**MOTION**

*"That the Board of Visitors authorizes the awarding of an Honorary Degree to candidate F, as discussed in executive session at the 11 November 2022 meeting."*

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

Colonel Love moved:

**MOTION**

*"That the Board of Visitors authorizes the awarding of an Honorary Degree to candidate C, as discussed in executive session at the 11 November 2022 meeting."*

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

Colonel Dominick moved:

**MOTION**

*"That the Board of Visitors authorizes the awarding of an Honorary Degree to candidate A, as discussed in executive session at the 11 November 2022 meeting."*

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

Colonel Delleney moved:

**MOTION**

*"That the Board of Visitors authorizes the awarding of an Honorary Degree to candidate B, as discussed in executive session at the 11 November 2022 meeting."*

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The motion was seconded. Those members voting aye: Pinson, Delleney, Lyon and Connor. Those members voting nay: Goff, Love, Myers, Dominick and Nicholson. The motion failed to pass.

The meeting was recessed at 2:20 p.m.

The Citadel Board of Visitors reconvened the meeting on Saturday, 12 November 2022, at 8:30 a.m. in Bond Hall, Room 295 to: conduct an executive session for an update on legal matters; consider motions as a result of that executive session (action items); conduct Title IX training; and to discuss other Board 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 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; Mrs. Deborah W. Hargrove, representative for the Honorable Molly M. Spearman, SC State Superintendent of Education; and member emeritus Colonel William E. Jenkinson, III.

Also in attendance were: Mr. Mark C. Brandenburg, General Counsel; and Mr. M. Dawes Cooke, Jr., Attorney-at-Law, Barnwell Whaley, and Counsel to the BOV; and Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President.

Voting members absent: none. A quorum was present.

Chair Goff called the meeting to order at 8:30 a.m., reviewed items on the agenda and listed upcoming events.

Chair Goff 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: Goff, McCoy, Love, Pinson, Myers, Dominick, Nicholson, Delleney, Lyon, Connor and Smith. The members of the BOV, General Counsel, and Attorney to the BOV were present for the executive session. Mrs. Hedstrom left the meeting.

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

Colonel Love moved:

#### **MOTION**

*"That the Board of Visitors authorizes the Chair of the Board to negotiate for the resolution of certain pending cases in accordance with the terms discussed in executive session."*

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

Mr. Cooke departed the meeting.

Title IX training was conducted by Mr. Brandenburg. The federal regulation prescribes certain subjects for training that officials who have an intersection with Title IX cases must take.

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

Respectfully submitted,

Lori B. Hedstrom  
Executive Assistant to the Board and Senior Vice President