

THE CITADEL BOARD OF VISITORS  
MEETING MINUTES  
24-25 FEBRUARY 2023

The Citadel Board of Visitors (BOV) held a meeting on 24-25 February 2023 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; approve minutes and motions presented (action items); conduct an executive session for personnel matters to discuss Daniel Fund scholarships; consider motions as a result of that executive session (action items); and discuss other BOV matters.

The following Board members were present on 24 February: 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; Mrs. Deborah W. Hargrove, representative for The Honorable Ellen E. Weaver, SC State Superintendent of Education; member emeritus Colonel William E. Jenkinson III; member emeritus Colonel Douglas A. Snyder; Major Daniel S. McQueeney, Secretary-Treasurer, The Citadel Foundation (TCF), representative for Dr. Christopher C. Swain, Chairman, TCF; Mr. John P. McAleer, III, President, The Citadel Alumni Association (CAA); Lieutenant Colonel William R. Culbreath, Jr., President, The Citadel Brigadier Foundation (TCBF); and Lieutenant Colonel John W. Powell, Jr., Secretary to the Board of Visitors.

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 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. Mark C. Brandenburg, General Counsel; and Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President.

Voting members absent: Colonel Stanley L. Myers, Sr. 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 9:20 a.m. and announced that 180 years ago, on 24 February 1843, the Citadel's Board of Visitors met for the first time. He introduced Major McQueeney as representing Dr. Swain and TCF and reported that Colonel Myers would not be able to attend. He briefly reviewed the day's agenda noting that there were several action items that would be voted as presented; that Lieutenant General John B. Sams, Jr. would be the speaker at the Daniel Fund luncheon; and that the Board dinner would be at the Washington Light Infantry (WLI) Armory.

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A brief discussion followed on the morning tour of the new Capers Hall. It was noted that the construction is ahead of schedule and under budget. Colonel Crawford thanked Captain Lamberson for the tour and reported that sixty days remained for a naming opportunity for the new building. If a sufficient donor does not appear, the building will remain Capers Hall.

Chair Goff then asked Colonel Crawford for the report from the Communications and Community Relations Committee (CCR). Colonel Crawford briefly discussed the recent *Post and Courier* article, and the responses generated, noting no additional responses since initial release. He thanked members of the BOV for their assistance in settling the matter. He briefly reviewed the activity of the House Ways and Means Committee and reported on the funding now available for various campus projects.

Major General R. Van McCarty, SC State Adjutant General, joined the meeting at 9:45 a.m.

General Walters commented on several campus improvements, primarily the replacement of steam lines and boiler and Stevens Barracks. He indicated that once work was completed on Stevens Barracks, it would then be similar to the newer barracks.

Commander William A. Lind, Chief of Staff, joined the meeting at 9:50 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 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, Vice Presidents, Chief of Staff, General Counsel, and Secretary to the Board of Visitors were present for the executive session for legal matters.

Mr. Michael J. Capaccio, Director of Intercollegiate Athletics, was permitted to join the meeting during the executive session at 10:00 a.m.

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

General Walters began his report with a general overview of enrollment and recruiting data for the next incoming class. He briefly discussed the veteran student population and indicated the goal for the veteran day program is to increase from the 60 currently enrolled to 200. He also discussed steps underway to assist the veterans in feeling more a part of the campus

community. He briefly discussed the status of the Reserve Officer Training Corps (ROTC) scholarships and The Citadel's military associated scholarships: the Service to Country and the National Service scholarships. He discussed the challenge of hiring new faculty and staff due to local housing costs and the steps in development that will assist in providing housing at a reasonable cost for faculty, staff, and veteran students. He discussed opportunities for partnerships with other institutions and companies. He reiterated the desire to build on the relationship with Ukraine to increase the number of their students, both cadet and graduate. He closed with a report on The Citadel's assistance to the Commission on Higher Education (CHE) in developing a policy to award college credit for military experience.

Chair Goff thanked General Walters for his report and then commented on receiving a letter from several graduates that wished to nominate an individual to have his portrait included among the distinguished graduates displayed in the Daniel Library.

Lieutenant Colonel Stephen A. Meadows, Chaplain and Director of Religious Activities joined the meeting at 10:45 a.m.

Colonel Lyon moved to amend the agenda to include an executive session to discuss personnel matters and recognition consideration. 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 Dominick moved to go into executive session to discuss personnel matters, recognition considerations, and the Daniel Fund recommendations. The motion was seconded by Colonel Lyon 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, Vice Presidents, Chief of Staff, General Counsel, Chaplain, Secretary to the Board of Visitors, and Executive Assistant to the Board and Senior Vice President were present for the executive session for personnel matters.

Colonel Hank M. Fuller, Director of Financial Aid and Scholarships, was permitted to join the meeting during the executive session at 11:00 a.m.

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

Colonel Love moved:

#### **MOTION**

*"That the Board of Visitors approves the Daniel Fund Committee recommendations for Daniel Fund Awards as presented on 24 February 2023."*

Colonel Lyon seconded the motion. Members voting in favor of the motion: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Lyon, Connor, Smith, and McCarty. Members voting against the motion: none. The motion passed.

Chair Goff called for a five minute recess at 11:10 a.m. and Lieutenant Colonel Fuller left the meeting.

Chair Goff reconvened the meeting at 11:15 a.m. Ms. Claire R. Bowman, Construction Management Department Project Manager, joined the meeting.

Chaplain Meadows provided a presentation discussing the critical role of the campus chaplaincy and the services it provides. He stressed that the chaplaincy is for the entire campus. He reviewed the current staffing of the office to include clergy, cadet chaplains, and administrative staff. A brief discussion followed on the associate chaplains and funding sources for their salaries.

Chair Goff recessed the meeting for the Daniel Fund luncheon at 11:35 p.m. to reconvene at 1:00 p.m.

Chair Goff reconvened the meeting at 12:50 p.m. as all had returned from the luncheon. Lieutenant Colonel Kelly A. Brennan, Associate Provost of Enrollment Management and Lieutenant Colonel Amanda R. Mushal, Chair, Faculty Senate joined the meeting.

Chaplain Meadows continued his report discussing a satellite office in Mark Clark Hall and the efforts to engage cadets more in the barracks. Dr. John P. "Jay" Dowd, III, President and Chief Executive Officer, TCF, joined the meeting at 1:00 p.m.

Chaplain Meadows then discussed the comprehensive services and support provided to cadets and to the entire campus community. He reviewed the status and funding of stained glass restoration, the wheelchair access ramp, and new audio/visual equipment projects within the chapel. In the closing discussion, Colonel Love reported that Chaplain Meadows would be leading a trip to Israel during the spring furlough.

Chair Goff thanked the Chaplain for his report. Captain Lamberson, Ms. Bowman, and the Chaplain left the meeting at 1:25 p.m. Mrs. Preethi Saint, Associate Vice President, Financial Services; Ms. Roselle Bonnoitt, Engagement Director, Cherry Bekaert; Mrs. Susan L. Schady, Budget Director; Colonel John A. Robinson, Jr., Executive Director of Student Affairs and Academic Services; Ms. Mary E. Huddleston, Director of Intramural, Club, and Recreational Athletics (ICRA); and Mr. Maurice Drayton, Head Football Coach, joined the meeting.

Mrs. Saint briefly reviewed the financial metrics for the End-of-Year Financial report for FY22 External Auditors report. She reported the fiscal financial audits of The Citadel and The Citadel Trust were filed on time and met all audit deadlines set by the State of South Carolina. She reported that the audit of The Citadel Trust was reviewed at the November 2022 meeting of The Citadel Trust Directors.

Ms. Bonnoitt provided the Cherry Bekaert report covering the required board communications and financial highlights. She reported that Cherry Bekaert delivered unqualified audit opinion and identified no internal control deficiencies. In her presentation she reviewed:

- Client services
- Summary of services
- Results of the audit
- Internal Controls
- Corrected and uncorrected misstatements
- Required communications
- Other matters
- Reporting changes

Colonel Cansler, Mrs. Saint, and Ms. Bonnoitt left the meeting at 1:50 p.m.

Chair Goff called on Colonel Pinson for the report of the Education, Leadership and Development Committee (ELD). Colonel Pinson gave the floor to Colonel Gordon. The Commandant began his first semester update stating he is proud of the leadership demonstrated by the Class of 2023. He discussed the reports on this year's fourth-class retention, five-year trend lines for retention, Commandant's Boards, suspensions, dismissals, expulsions, and hazing. He reported first semester fourth class retention was an improvement over the last two years and briefly reviewed the numbers lost over the winter furlough. He noted the campus-wide retention efforts were taking effect and although pleased, not yet satisfied. He reviewed the decreases in Suitability and Commandant's Boards and suspensions. He discussed the implementation of "sensing sessions" in which TAC (Teaching, Advising, Coaching) Officers and Cadet Company Commanders interview every fourth class cadet and specifically ask if they have been subjected to any mistreatment. A discussion followed on the process followed if mistreatment is reported.

Brigadier General Selden provided a campus update discussing:

- Unmet financial need issues
- Faculty Senate approval of new minor in Artificial Intelligence (AI)
- Developing new study abroad locations
- Brief review of the Quality Enhancement Plan (QEP)

Ms. Huddleston initiated her report on the ICRA Program with a review of the early history of intramurals. She then discussed the organizational structure of the program noting the importance of the volunteers, team coaches, and the cadet athletic officers. She reviewed the goals of the program and discussed the list of club sports offered. She discussed how this list changes dependent on the changing interests of the cadets. She then discussed the steps and

requirements for initiating a new club sport. She closed with a quick review of highlights of several club sports.

Lieutenant Colonel Brennan reviewed the preliminary spring 2022 student enrollment numbers of all student categories. She discussed the application funnel for the cadet Class of 2027, noting the record number applications and deposits. She next discussed strategic recruitment activities and reviewed steps for generating prospect and applications and in converting applicants to deposits. She briefly reviewed the post-graduation pathways reporting that 88% of graduating cadets had formal plans in place at graduation. She indicated the campus-wide recruiting efforts and close coordination between departments were having an impact. She highlighted the close work with both the Commandant's and Athletic Departments.

At 2:25 pm Lieutenant Colonel Brennan, Colonel Robinson, and Ms. Huddleston departed; and Colonel Cansler rejoined.

Mr. Capaccio began his report stating The Citadel was changing sports equipment sponsors from Adidas to Under Armor this year resulting in a significant increase in revenue. He briefly discussed the search for a new football coach and coaching changes. He then introduced the new head football coach Maurice Drayton. Coach Drayton reported the football coaching staff is now in place, noting the wide range of experience of the staff. He indicated he and his staff have met with every current member of the team to ensure they understand his standards. He emphasized that every individual learns differently and that his staff will teach to the learner. He then briefly reviewed his geographic coaching strategy and closed with discussing the expanded team activities and community outreach.

Chair Goff called for a five minute recess at 2:50 p.m. Coach Drayton left the meeting.

Chair Goff reconvened the meeting at 2:55 p.m. Mr. Geoff Von Dollen, Deputy Athletic Director for Finance and Operations; Mr. Jeremy Mackey, Director of Auxiliary Services; Dr. Karin W. Roof, Director of Strategic Planning, Assessment and Accreditation; and Mr. Joshua L. Simon, Senior Financial Aid Counselor, joined the meeting; and Mrs. Saint rejoined

Chair Goff called on Colonel Nicholson for the report from the Operations and Risk Management Committee (ORM). Colonel Nicholson gave the floor to Mrs. Saint who then reviewed the Scholarship Book and its purpose. She reported the scholarship spend recommendation is based on the average year-end market value for the most recent 5 years using the designated spend rate of 4.4%. She provided the actual spend amounts for the last three years and the recommended amounts for the current year and for 2024. A brief discussion followed in which it was noted that this is just those scholarships from The Citadel Trust.

Colonel Dominick moved:

## **MOTION**

*"That the Board of Visitors approves the recommended Trust scholarships budget for FY24 as presented on 24 February 2023."*

As the motion was forwarded from committee, a second was not required. Members voting in favor of the motion: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Lyon, Connor, Smith, and McCarty. Members voting against the motion: none. The motion passed.

Colonel Cansler began the Year to Date Budget to Actuals Report by reviewing the FY23 summary. He recognized the projected deficit and indicated there are issues to be considered. He indicated enrollment numbers were moving toward prior pandemic levels and discussed other means to address the deficit. He then discussed the E&G projection for the year end FY23 and reviewed the projected E&G revenue, labor and operating expenses, and net transfers.

He next presented the report on the Auxiliary Services, reviewing the auxiliary summary through 31 December 2022 and then the auxiliaries' projections through 30 June 2023. Colonel Cansler and Mr. Von Dollen then reviewed the athletic operating budget through 31 December 2022 and the athletic total projection year end FY 23. Colonel Cansler discussed the fiscal challenges of operating an athletic program and reported on the strong efforts already taken and in progress in closing the budget deficit. He closed with a brief review of the barracks operating budget through 31 December 2022 reporting results as projected.

Mr. Von Dollen initiated the Athletic Department report first reviewing a summary of factors, both positive and negative, impacting on their budget. He then reviewed the athletic budget projections for FY24-FY28 and discussed the cost increases incurred and projected due to ongoing economic issues. He noted the potential for additional revenue as efforts continue in increasing corporate sales/sponsorships and rental opportunities. He reported ticket sales are beginning to trend toward pre-COVID numbers. He closed discussing several FY23 athletic budget assumptions.

Mr. Mackey presented the report on the Auxiliary Services budget and reviewed the auxiliary summary and addressed the profit sharing enterprises, the five year forecast, the profit sharing reserves balance, and the fee based reserves balance. He briefly addressed the equipment replacement cycle and issues in procuring cadet uniforms.

General Walters and Captain Lamberson then presented a brief update on the East Side Stands reporting that \$4.2 million has been received in cash and pledges to date. The current plan remains with the initial base plan providing 3,000 seats, restrooms, and concessions with the ability to expand as additional funds become available.

Mrs. Saint, Mrs. Schady, Mr. Von Dollen, and Mr. Mackey departed the meeting at 3:40 p.m.

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Mr. Brandenburg began the Strategy, Vision, and Governance (SVG) report with the proposed changes to Memorandum 1-005 Affiliated Entities Policy.

Colonel Dominick moved:

**MOTION**

*"That the Board of Visitors approves the amendment of Memorandum 1-005, Affiliated Entities Policy, as presented on 24 February 2023."*

As the motion was forwarded from committee, a second was not required. Members voting in favor of the motion: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Lyon, Connor, Smith, and McCarty. Members voting against the motion: none. The motion passed.

Brigadier General Selden provided a brief report on the plans for opening Capers Hall and indicated the tentative opening of the new building would be 9 September 2023. She then gave the floor to Dr. Roof who then briefly reviewed the development of the new dashboard. She introduced Mr. Simon who provided expertise in the development and building of the current dashboard. They reviewed the on-line dashboards, how the strategic initiatives are illustrated, and the ability to access the metrics of the strategic plan. Dr. Roof stated the goal is to have the dashboard provide live information, but current technology will not yet support it. She indicated the dashboard is currently manually updated. The Provost stated that the new Chief Information Officer, Mr. Leonard Neibo, is moving our technology in this direction. Among these steps is looking for a new student information system that is more interactive.

Brigadier General Selden discussed the need for a high level scan of higher education and the changes brought by the pandemic. Among the areas reviewed and highlighted: changes in college enrollment; financial and economic considerations; political and global considerations; aftereffects of COVID-19; the digital transformations; and labor issues. Brigadier General Selden then reviewed and highlighted the key dates on the timeline of the *Our Mighty Citadel 2026* refresh with cycle 3 starting in 2024.

Chair Goff thanked the Provost and her staff for their outstanding work on the refresh: *Our Mighty Citadel 2026* and their presentations.

Dr. Roof and Mr. Simon departed the meeting at 3:50 p.m.

Mr. Brandenburg presented information concerning the requested permanent property easement requested by the City of Charleston for the purpose of constructing utility lines.

Colonel Lyon moved:

**MOTION**

*"That the Board of Visitors grants the City of Charleston a permanent, transferable, assignment right-of-way and utility easement for as shown on a plat prepared by Timothy C. Johnson dated January 14, 2023, and authorizes the Chair to execute the necessary documents."*



Colonel Love seconded the motion. Members voting in favor of the motion: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Lyon, Connor, Smith, and McCarty. Members voting against the motion: none. The motion passed.

Colonel Dominick moved:

**MOTION**

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

- *11-12 November 2022 meeting*
- *1 December 2022 teleconference*
- *2 February 2023 teleconference*

Colonel McCoy seconded the motion. Members voting in favor of the motion: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Lyon, Connor, Smith, and McCarty. Members voting against the motion: none. The motion passed.

Chair Goff reviewed the dinner plans for the evening and recessed the meeting at 4:29 p.m. until the following morning.

The following Board members were present on Saturday, 25 February in the Board of Visitors Room, Jenkins Hall: 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 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 Ellen E. Weaver, SC State Superintendent of Education; member emeritus Colonel William E. Jenkinson III; member emeritus Colonel Douglas A. Snyder; Major Daniel S. McQueeney, Secretary-Treasurer, TCF, representative for Dr. Christopher C. Swain, Chairman, TCF; Mr. John P. McAleer, III, President, CAA; Lieutenant Colonel William R. Culbreath, Jr., President, TCBF; and Lieutenant Colonel John W. Powell, Jr., Secretary to the Board of Visitors.

Also, in attendance were: General Glenn M. Walters, President; Mr. Michael J. Capaccio, Director of Intercollegiate Athletics; Mr. Mark C. Brandenburg, General Counsel; and Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President.

Voting members absent: Colonel Stanley L. Myers, Sr. and Colonel James E. Nicholson, Jr. A quorum was present.

Chair Goff reconvened the meeting at 9:00 a.m., welcoming all back. Following a brief discussion of the previous night’s dinner at the Armory of the Washington Light Infantry, Chair Goff made a few announcements noting the upcoming meetings and then reviewed upcoming events. He reminded all that the deadline to file the ethics report was 30 March.

General Walters initiated the discussion of upcoming changes to the National Collegiate Athletic Association (NCAA) with comments on the different conferences and issues associated with the Name, Image, and Likeness (NIL) and transfer portal. He noted that institutions can now pay NIL funds to student athletes. He discussed the NCAA's efforts to rewrite their rules which was expected in January but still not yet complete. He anticipates a "one size fits all" approach from the NCAA which is not feasible for the smaller conferences. In the discussion on NILs, he provided several examples of NIL agreements. He discussed the athletic budgets of schools at different levels and stressed the significant differences between them. He then discussed the SOCON observations; their board's review of recommendations in five categories; student athlete benefits; issues on multi-year scholarships and early graduation; legal cases concerning student athlete compensation; membership expectations; and bracket composition.

In the discussion that followed, General Walters and Mr. Capaccio emphasized that The Citadel will stay true to our core values. They reported that the Southern Conference (SOCON) is working hard to stay true to the student athlete concept. Mr. Capaccio stated that it will take several years for the situation to settle after the new rules are established. In response to questions as to what The Citadel and the SOCON can do to be prepared, General Walters reported that the Presidents of the SOCON are talking and working together to protect both the SOCON and the member institutions. He indicated a number of potential options could develop and that this may result in a positive change if the SOCON is forced to reorganize along with other likeminded colleges.

At the completion of this discussion, Mr. Capaccio left the meeting at 10:35 a.m.

Several topics were briefly discussed during the open discussion period. General Walters discussed the supply chain issues that severely impacted procurement of uniforms and blazers. The cost of living in the Charleston area and the impact on recruiting new faculty and staff was discussed, which led to comments on increasing campus housing and other potential options. General Walters indicated he is pleased with his senior staff and with how admissions and recruiting is operating. In discussing discipline in general, Chair Goff suggested the first year cadets be given the government Special Form 86 (SF86) to review so to see what questions they would be asked if ever to apply for a security clearance. The thought is that this may result in cadets thinking more concerning social media and may assist in keeping some from foolish behavior. In responding to a question from Colonel Love concerning female bathrooms on each floor in the barracks, the General responded not yet but steps are being taken to assist in this direction. He indicated all nursing students were to soon be all housed in one barracks to facilitate study groups.

Mrs. Hargrove thanked the board members for their support in her remaining as the designated representative for the Superintendent of Education.

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

Chair Goff adjourned the meeting at 11:10 a.m.

Respectfully submitted,

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