

THE CITADEL BOARD OF VISITORS  
OFFSITE MEETING MINUTES  
24-25 AUGUST 2023

The Citadel Board of Visitors (BOV) held offsite meetings at the Wampee Conference and Retreat Center in Pinopolis, SC on 24 and 25 August 2023 to: receive updates on enrollment and accreditation; receive a brief on the admissions impact of the U.S. Supreme Court case; receive an overview of the cadet 24-hour schedule; receive updates on the capital projects and from The Citadel Foundation (TCF); receive an brief on The Citadel Beach Club; receive remarks from the President; conduct an executive session to discuss personnel matters (BOV Self-Evaluation); to discuss strategic issues; conduct an executive session to discuss personnel matters (Agency Head Evaluation); discuss any action items as a result of the executive session; and to discuss other Board matters.

The following Board members were present on 24 August: Colonel F. G. "Greg" Delleney, Jr., Chair; Colonel Peter M. McCoy, Sr. Vice Chair; Colonel Allison Dean Love; Colonel Dylan W. Goff; Colonel L. E. "Gene" Pinson; Colonel John C. Dominick; Colonel James E. Nicholson, 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; Mr. J. Richard "Ricky" Sanders, 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 Preethi Saint, Vice President for Finance and Business; Captain Jeffrey D. Lamberson, Vice President for Facilities and Engineering; Mr. Michael J. Capaccio, Director of Intercollegiate Athletics ; Commander William A. Lind, Chief of Staff; Mr. Mark C. Brandenburg, General Counsel; Mr. Jonathan R. Hoffman, incoming Vice President for Communications and Marketing; and Mrs. Lori Hedstrom, Executive Assistant to the Board and Senior Vice President.

Voting members absent: Colonel Stanley E. Myers and Major General R. Van McCarty, SC State Adjutant General. 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 Delleney opened the meeting at 9:10 a.m. and welcomed all to the 2023 BOV Offsite Meeting. Colonel Connor then led the Pledge of allegiance followed by the invocation by Chair Delleney. The Chair then thanked the members of the board for giving him the honor of serving as Chair and remarked on the great work accomplished by the board and the college.

Brigadier General Selden presented an update on enrollment reporting that a strong class of 760 new cadets matriculated on 12 August 2023. She reviewed the class profile noting 27% were minorities and 14% female. She highlighted the leading majors selected with Intelligence and Security Studies now as the number one choice. She then discussed several areas concerning recruiting, yield, and retention. Among these: focus on feeder high schools; the "Inside the Gates" campus visit program; the Citadel Success Institute; and a review of summer melt from the accepted pool. She then briefly discussed the new customer relationship management (CRM) program to be in service for recruiting the class of 2027 that will provide additional tools to better manage the recruiting of future classes. A question concerning the continuing test optional policy initiated a brief discussion of the process used in reviewing an application with or without a standardized test. The Provost noted The Citadel focuses on the individual applicant, with each receiving a holistic review of their presented credentials. She indicated she will continue to set high goals and expectations for the future entering classes.

In response to questions concerning attrition, Colonel Gordon reviewed the number of cadets that have left and reasons behind some of the departures. He indicated the high heat of the first week impacted retention making it more difficult for some to adapt. He reviewed the ongoing challenge of mental health issues among entering cadets, noting more this year than before. This brought the question of better screening to which Mr. Brandenburg stated that mental health questions could not be asked during the application process. Further discussion highlighted that this challenge is universal across higher education.

Ms. Shannon N. Mease, Chief Operating Officer/Chief Financial Officer, TCF and Ms. Ashley Santos, Associate Vice President, Principal Gifts/Capital Campaign manager, TCF joined the meeting at 9:45 a.m.

The Provost then discussed the coming changes to the Federal Pell Grant program indicating that some families that qualified previously for grants would not qualify under the new changes. She stated that options were being explored to assist in offsetting or reducing the impact on our students. She closed her enrollment update stating she was proud of the work that resulted in the strong freshmen to sophomore retention noting that the 88% retention far exceeded the national average.

Chair Delleney apologized for missing his intended opening remarks at the beginning of the meeting. He then welcomed Colonel Saint, Colonel Hoffman, Major McQueeney, Mr. Sanders, Ms. Meese, and Ms. Santos to the meeting. He introduced Colonel Saint as the new Vice President for Finance and Business and Colonel Hoffman as the incoming new Vice President of Communications and Marketing. He stated that Lieutenant Colonel Timothy A. Terese, Recruiting Operations Officer, Palmetto Battalion, U.S. Army Reserve Officers Corps (AROTC) would join us for lunch. He then reported that the next meeting would be the monthly teleconference on 1 September, the next full meeting 10-11 November, and the first home football game on 9 September.

Brigadier General Selden began her update on accreditation stating this is a big year with both the Nursing and Computer Engineering being accredited. She was then called away at 10:30 a.m. for a telephone call.

Mr. Brandenburg was then asked to provide his presentation on the U.S. Supreme Court case on admissions. It was decided it was necessary to amend the agenda to go into executive session. The motion was made by Colonel Dominick, seconded by Colonel Love, and approved by the voting members present: Delleney, McCoy, Love, Goff, Pinson, Dominick, Nicholson, Lyon, Connor, and Smith. Colonel Dominick then 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 Goff and approved by the voting members present: Delleney, McCoy, Love, Goff, Pinson, Dominick, Nicholson, Lyon, Connor, and Smith.

The members of the BOV, President, Provost, Vice Presidents, Chief of Staff, General Counsel, Deputy Athletic Director, TCF representatives, and Executive Assistant to the Board and Senior Vice President were present for the executive session for legal matters.

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

Chair Delleney called for a 10 minute recess at 10:40 a.m.

Chair Delleney calls the meeting back to order at 10:50 a.m.

Brigadier General Selden resumed her presentation on accreditation with a brief review of the mission statement and core values of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). She discussed the key dates and timeline of the accreditation process indicating the internal deadline and submission date for the Compliance Certification Report (CCR). She explained the differentiated review and the forty included standards in the CCR highlighting five standards of special interest. She reviewed the five most frequently cited standards in decennial reviews of the class of 2019. The Provost then discussed and reviewed the charge and compositions of both the off-site and on-site reaffirmation committees. She noted two college presidents are on the off-site committee. The questions concerning the evaluation of the Quality Enhancement Plan (QEP) were reviewed. The QEP, "Advising Tomorrow's Principled Leaders" was discussed along with the need for all institutional constituencies and community partners to be knowledgeable about the QED as appropriate. She reviewed the key objectives of the QED. Among these:

- Develop an Advising Center (a "hub") that becomes a unifying resource center for all matters of advising
- Examine the roles currently involved in advising, to decrease redundancies and increase efficiencies around a student centric, developmental advising model

- Transition to consistent application of a transformational model of advising.

Transformational advising was then discussed. Among the few characteristics discussed:

- Advisor takes time to form a connection with cadet/student
- Focus is on care and/or inspiration of the cadet/student
- Success is determined by cadet/student growth and development

A brief conversation on all advising followed that included the need for consistent campus-wide academic advising and the need for training of advisors.

Colonel Gordon presented an overview of the 24-hour schedule of the Corps of Cadets. He first reviewed both the daily mandatory and optional events stating there is not enough time in the day for our cadets. Among these: formations, physical training, academic classes, room inspections, academic laboratories, evening study period, internships, and community service. He then discussed the optional weekly events which include: ROTC leadership laboratories, religious activities, club sports, and intramurals. He next reviewed the mandatory monthly activities which include close order drill, Saturday Morning Inspections, parades, and football games. He concluded with a comparison of this year's schedule of parades, open weekends, and parades with last year's schedule. A brief discussion on formations followed the presentation.

Chair Delleney noted the time and moved to amend the agenda to drop the capital projects update. The motion was seconded by Colonel McCoy and approved by the voting members present: Delleney, McCoy, Love, Goff, Pinson, Dominick, Nicholson, Lyon, Connor, and Smith.

Ms. Santos and Ms. Meese presented an update from TCF. They discussed the capital campaign "Our Mighty Citadel" noting that it is still in the "quiet phase." Four target areas for the campaign were identified:

- Inspiring tomorrow's leaders
- Advancing academic excellence
- Sustaining our tradition
- Empowering athletes, health, and fitness

Public kickoff for the campaign will be 26 April 2024 with an event in Johnson-Haygood Stadium. A discussion of "Inspiring tomorrow's leaders" followed in which leadership, diversity, community collaboration, and veteran support were highlighted.

Chair Delleney recessed the meeting for lunch at 12:00 p.m.

Chair Delleney reconvened the meeting at 1:10 p.m.

Colonel Goff introduced Lieutenant Colonel Terese and presented him with a certificate recognizing the designation of The Citadel's Army ROTC unit as the number one unit in the

country. Lieutenant Colonel Terese thanked the board for the recognition and offered comments on the mission of the unit and the pride they feel in what they do.

Colonel Saint began her presentation on The Citadel Beach Club by listing the venue rental options: ballroom, pavilion, and all property. She reviewed the revised rental rates for each of the options for different days and in and off-season periods. She noted that life members of The Citadel Alumni Association receive a 10% discount on the rental fees. She then discussed the rental history 2021 – 2024 (2004 booked events) highlighting those events that were institutional and those that were external rental events. She presented the revenue and operational expenses For the period 2021-2023. A brief discussion followed on marketing the use of the beach club and other campus facilities.

General Walters began his remarks discussing the potential funding opportunities for the project to bring more Ukrainian cadets/students to The Citadel. He stated Holland and Knight (H&K) continues to work pro bono for The Citadel and is working to secure funding in the 2024 appropriations bill. Upon approval, the funds will be distributed through the U.S. State Department. He reported discussions are underway to hire full-time, professional representation that would provide expertise in securing grants and other funding available to institutions of higher learning. He indicated H&K has a solid record in gaining grants and funding and listed several examples. He reported that efforts are underway to reestablish the District of Columbia reception for the South Carolina legislative delegation which would attract other congressional and military leaders giving The Citadel additional viability.

The President then described the Defense Civilian Training Corps (DCTC) as similar to ROTC but instead of training individuals for the Armed Forces, the DCTC will train civilians for public service. He stated the program provides 100% tuition and a direct pathway into Department of Defense (DOD) acquisition-related careers. Currently only offered at four institutions (North Carolina Agricultural and Technical State University, Purdue University, The University of Arizona, and Virginia Technical College and State University), he is taking steps to bring the program to The Citadel. He discussed the potential opportunity for study abroad programs in Rwanda for nursing and our ministerial program. He then briefly discussed a new study targeting veterans being conducted by the Medical University of South Carolina (MUSC) that identifies the propensity toward developing Alzheimer's disease before symptoms become evident and the drug that may stop its development. He concluded by briefly discussing the appearance of the campus and the east side football stands construction to begin after the 2024 season.

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

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

In the discussion that followed the executive session, it was determined that the question of eliminating the BOV evaluation question concerning the assessment of individual board members would be resolved at the 1 September BOV meeting.

The strategic issues discussion touched on a number of topics. Among those topics:

- Obtaining U.S. citizenship through military service
- The Distinguished Scholar Program
- Campus facility security and access
- Cyber security
- New artificial intelligence (AI) minor
- Cyber range now available

Brigadier General Selden, and Colonel Crawford departed the meeting at 2:34 p.m.

Chair Delleney asked if there were no further comments for a motion to adjourn until tomorrow morning. Colonel Goff moved to adjourn. The motion was seconded by Colonel Nicholson and approved unanimously by the voting members present: Delleney, McCoy, Love, Goff, Pinson, Dominick, Nicholson, Lyon, Connor, and Smith. The meeting was recessed at 3:00 p.m. until tomorrow at 9:15 a.m.

The Citadel Board of Visitors reconvened the offsite meeting on Friday, 25 August 2023, at 9:05 a.m. in the Board Room of the Wampee Conference and Retreat Center. The following Board members were present: Colonel F. G. "Greg" Delleney, Jr., Chair; Colonel Peter M. McCoy, Sr. Vice Chair; Colonel Allison Dean Love; Colonel Dylan W. Goff; Colonel L. E. "Gene" Pinson; Colonel John C. Dominick; Colonel James E. Nicholson, 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 Douglas A. Snyder; Mr. J. Richard "Ricky" Sanders, Jr. President, The Citadel Brigadier Foundation (TCBF); and Lieutenant Colonel John W. Powell, Jr., Secretary to the Board of Visitors.

Also in attendance: Mrs. Lori Hedstrom, Executive Assistant to the Board and Senior Vice President.

Board of Visitors offsite meeting minutes  
24-25 August 2023  
Page seven

Voting members absent: Colonel Stanley E. Myers and Major General R. Van McCarty, SC State Adjutant General. A quorum was present.

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

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.

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

Chair Delleney thanked all for their attendance and participation. He reminded the members that the next meeting would be 1 September.

There being no further business, the meeting adjourned at 9:35 a.m.

Respectfully submitted,

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