

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
10 November 2023

The Citadel Board of Visitors (BOV) held a meeting in the BOV Room, Jenkins Hall on 10 November 2023 to: 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 F. G. "Greg" Delleney, Jr. 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 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; members emeritus Colonel William E. Jenkinson, III; Mr. Norman A. Poole, Jr. President, The Citadel Alumni Association (CAA); 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. 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 Preethi Saint, Vice President for Finance and Business; Captain Jeffrey D. Lamberson, Vice President for Facilities and Engineering; Colonel Jonathan R. Hoffman, Vice President for Communications and Marketing; Mr. Michael J. Capaccio, Director of Intercollegiate Athletics; Dr. John P. "Jay" Dowd III, President and Chief Executive Officer, The Citadel Foundation; Commander William A. Lind, Chief of Staff; Mr. Mark C. Brandenburg, General Counsel; Major Len Niebo, Chief Information Officer; Lt Col, Aaron Meadows. Chaplain and Director of Religious Activities; Mrs. Susan Schady, Budget Director; and Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President.

Voting members absent: Colonel Dylan W. Goff. 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 called the meeting to order at 8:45 a.m. following the annual official photograph. He made a few announcements on the day's agenda, upcoming events, and future meetings. He welcomed new CAA President Mr. Poole and others in attendance.

Chaplain Meadows gave the invocation and Colonel Pinson led the group in reciting "The Pledge of Allegiance."

Chaplain Meadows departed the meeting at 8.55 a.m.

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

- He reported the top 11 cadets are doing a great job in leading the Corps of Cadets.
- He discussed current recruiting, application, and deposit status stating current numbers are running ahead of last year. Indicated full confidence in the recruiting and admissions efforts.
- He reported that marketing efforts are focusing stronger on South Carolina students this year and that we are now recruiting students in their sophomore year of high school.
- This week's Pre Knob Visit was significantly larger than the one this time last year.
- He discussed the large increase in Army ROTC scholarships and the efforts underway to build on the relationship with all the ROTC programs.

Major Len Niebo, Chief Information Officer, joined the meeting at 9:00 a.m.

- He discussed the improved appearance of the campus.
- He discussed the recent campus visit by the SC Commission of Higher Education (CHE), the future East Side Stands, the new School of Engineering building to be built, and the new Krause School of Leadership and Ethics.
- He briefly reported on campus housing for faculty and staff and the efforts to increase available units.
- He discussed initiatives underway or in work through our relationship with Holland and Knight (H&K): active duty TACS, Ukrainian Cadet program, cyber funding, and other possible relationships.
- He reported on the great success of our summer medical program in Uganda and the potential nursing cooperative with Rwanda.

Colonel Nicholson, Chair of the Organization and Risk Management (ORM) Committee, called on Colonel Saint for the budget reports. Colonel Saint began her report with a summary of the FY23 Final Budget to Actuals Report. She followed with a review of the E&G Summary through 30 June 2023. In this review she noted the inclusion of bad debt in the E&G expenditures. This addition accounts for the illustrated increase in the net deficit. Colonel Saint discussed the variances impacting E&G through 30 June 2023: revenue; labor; and operating issues. She then reviewed the auxiliaries summary; and the athletic and barracks operating through 30 June 2023.

Colonel Saint presented the current year (FY24) revenue projections and reviewed Corps of Cadets assumptions, Non-Corps of Cadets credit hour assumptions, the FY24 E&G updated revenue projection, and the impact on other FY24 tuition and auxiliary items. She then reviewed the FY24 projections from June BOV presentation and the FY24 current projections.

Board of Visitors meeting minutes

10 November 2023

Page three

Colonel Saint then presented the proposed initial tuition and fees for next year stating that this early approval was necessary to provide time for the Office of Financial Aid to plan financial aid awards for next year. She stressed that these were only initial figures and will be reduced dependent on state allocations.

Mr. Capaccio and Mr. Sanders departed the meeting at 9:45 a.m.

A brief discussion followed on the dining services contract, number of cadets fed at each meal, and the required cost of attendance report.

Colonel Dominick moved:

MOTION

"That the Board of Visitors approves the proposed FY25 Tuition and Fees as presented on 10 November 2023."

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

Colonel Saint departed the meeting at 9:55 a.m.

Colonel Crawford reviewed the reporting requirements of the Cleary Act requiring the annual security and fire safety report (ASFSR) due 1 October and reported that The Citadel's report was submitted 29 September. He briefly reviewed the crime statistics and fire incidents for the campus and immediate surroundings.

Major Niebo reviewed the Center for Internet Security (CIS) Controls and the 18 areas considered. He discussed the critical security controls maturity and the CIS Controls assessment tools, noting the continuous improvement from 2019 to today. He reported that in spring 2023 they performed for the first time a Network Penetration Test via a third party to find vulnerabilities on our network. He then stated that remedied the weak areas identified and retested in September 2023 to ensure the vulnerabilities were resolved. He then reviewed the technology refresh program indicating that previous supply chain issues have mostly been resolved and that funding for FY23 and FY24 have been restored. All areas are on schedule.

Major Niebo departed the meeting at 10:08 a.m.

Chair Delleney called for a motion 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 made by Colonel McCoy, seconded by Colonel Dominick, and approved by the voting members present: Delleney, McCoy, Love, Pinson, Dominick, Nicholson, Lyon, Connor, and Smith.

Chair Delleney called for a motion to go out of executive session. The motion was made by

Board of Visitors meeting minutes

10 November 2023

Page four

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

Colonel Love, Chair of the Communications and Community Relations (CCR) Committee welcomed Colonel Hoffman to his first full BOV meeting. He then reviewed the topics included in the Communications and Community Relations (CCR) Committee report: The Citadel effect, website performance, digital advertising, social media, out of home advertising, and licensing royalties. He briefly reviewed support for the Quality Enhancement Plan (QEP), Citadel publications, and photography operations. In his report, he indicated his staff are working closely with Enrollment in coordinating marketing activity and that consideration is being given to bringing the email marketing back in-house.

Colonel Crawford began his legislative affairs brief stating that as we look forward in consideration to state funding, it is important to look back to see just how far we have come. He attributed this to the demonstrated return on investment for the state. He reviewed the SC legislative appropriations requests for both recurring and one time funding. Under recurring he highlighted tuition mitigation and maintenance funding. For one time funding, he listed engineering building replacement; Duckett Hall renovation; and campus housing renovation. He stated the success in acquiring such levels of funding will not last.

He then discussed the federal activity. He reported that Holland and Knight representatives visited campus in October to discuss our federal legislative requests and to establish our priorities: SMC3 cyber funding, Ukrainian funding, and active duty tac officers. He emphasized the value of their experience and knowledge and the potential benefits The Citadel could see from this relationship. He discussed future President and Provost trips to Washington to advocate for our programs and recent federal visits to campus. He reported that General Walters invited Congresswomen Mace to be our cadet commencement speaker and the Provost has invited Assistant Secretary of State Satterfield to address members of the Corps of Cadets. Colonel Crawford thanked the members of the BOV for their efforts, stating these successes in obtaining funding could not have happened without their support.

General Walters then read a letter he stated he had written to the BOV. As he read the letter it was discovered he had not personally written the letter. He had ChatGPT write the letter. This led into Brigadier General Selden's presentation on Artificial Intelligence (AI). She then led an informative discussion on the impact and influences of AI in education. The differences in traditional and generative AI were discussed. She highlighted the nature of the two-edged issues and discussed the positives and dangers of using AI. Among these: generating essays, editing papers, solving complex mathematical problems, and coding. The danger is in the blurring of the line of individual effort, cheating, and counterfeiting. She stressed the importance of educating both faculty and students on the ethical use of AI. She briefly discussed the task force created last week to explore the potential application, benefits, challenges, and ethical implications of AI at The Citadel. During her presentation, she demonstrated generative AI by creating art and a written article. A discussion followed on the implication and uses of generative AI. Two of the providers of AI discussed were Chat GPT and Grammarly.

The Provost stated AI is constantly learning. She warned that information entered into programs such as ChatGPT is not secure and has become part of the public domain. She also warned that ChatGPT will create facts if it does not have the information it needs to complete an assignment.

Mr. Capaccio rejoined the meeting and Colonel Nicholson departed the meeting at 11:40 a.m.

Chair Delleney announced that the boxed lunches were ready for members to select their meals and that we would continue with a working lunch.

Colonel Dominick, Vice Chair of the Strategy, Vision, and Governance (SVG) Committee, called on Brigadier General Selden for the update on Our Mighty Citadel 2026. She then discussed three areas that impact all: cadet and student experience; academic distinction; and faculty and staff. In discussing the cadet and student experience, she briefly reviewed leadership, academic excellence, facilities, culture, veteran students, and career services. In discussing academic distinction, the Provost first talked about the importance of recruiting and retaining exceptional faculty and then the distinguished scholars program. She focused most of her comments on faculty and staff issues highlighting: compensation; housing; new faculty awards; modernizing workspaces; and faculty summer research grants. She emphasized that both faculty and staff have: bought into" the culture of The Citadel. She closed stating the strategic plan is showing its impact. Colonel Dominick commended the administration for keeping the strategic plan relevant and current. General Selden added her thanks to TCF for their strong support of the strategic plan.

Dr. Dowd then provided a brief update on the status of the capital campaign reporting that they have already received commitments for over 60% of their initial goal. He anticipates going public with the campaign in the spring.

Colonel Pinson, Chair of the Education and Leadership Development Committee, called on Mr. Capaccio for the Athletic Report. Mr. Capaccio began his report discussing the current challenges in the NCAA:

- Transfer portal – few transfers in and to the graduate or undergraduate evening program
- Name, Likeness, and Image (NIL) – provided examples of athletes receiving huge sums at several institutions
- Collectives – groups raising money to fund the transfer portal
- Rising costs of operations – increases across the board in doing business
- Cost of Attendance – challenges in covering rising cost of attendance
- Alston Scholarships – court case allowing for additional allowances beyond educational expenses

A brief discussion followed. Among the topics covered: the current lawsuit against the NCAA; issues in the SOCON; and the consideration of schools paying athletes more than just the cost of attendance.

The Board of Visitors meeting minutes
10 November 2023
Page six

Colonel Gordon began his report stating that he is impressed with the leadership displayed this year. He stated his focus is on developing transferable leadership. He then briefly discussed:

- The Corps leading the Corps – developmental vs attritional model
- Integration of active duty TACS – one per battalion (three female officers)
- Mental Health and Wellness challenges – increased cases
- Leadership Reaction Course (LRC) – to be operational next year
- Tattoo Planning – Regimental Band and Pipes to Military Tattoo in Edinburgh, Scotland

Captain Lamberson left the meeting at 12:30 p.m.

A brief discussion followed on retention issues; the increased mental health cases; and the planning timeline for the Royal Tattoo.

Brigadier General Selden began her report stating the college is transitioning to a new Customer Relationship Management (CRM) program this year. She then discussed the success in attracting record numbers of ROTC scholarships and potential automatic acceptance of students awarded four year Army ROTC Scholarships. The Provost reported on the success of our Kenya Health Care Program and the recognition it has received. She indicated a similar program is in development for Rwanda. She next discussed progress on the Quality Enhancement Plan (QED); the recently successfully completed Computer Engineering Degree review; and the search for a new Associate Provost for Enrollment. A brief discussion followed on changing demographics and then the changes in the Free Application for Federal Student Aid (FAFSA).

At 12:50 p.m. Chair Delleney thanked the administration for all they did. He then announced a ten minute break and invited the staff to depart as when returning, the BOV will go into executive session. General Walters and Mr. Brandenburg remained as all others departed.

Chair Delleney reconvened the meeting at 1:00 p.m.

Chair Delleney called for a motion to go into executive session for personnel matters to discuss personal matters: honorary degrees and Palmetto Medal nominations. The motion was made by Colonel McCoy, seconded by Colonel Dominick, and approved by the voting members present: Delleney, McCoy, Love, Pinson, Dominick, Nicholson, Lyon, Connor, and Smith.

Chair Delleney called for a motion to go out of executive session. The motion was made by Colonel McCoy, seconded by Colonel Love, and approved by the voting members present: Delleney, McCoy, Love, Pinson, Dominick, Nicholson, Lyon, Connor, and Smith.

Colonel Smith moved:

MOTION

“That the Board of Visitors authorizes the awarding of Honorary Degrees to the commencement speakers, candidates I, F, J and the non-cadet Palmetto Medal to candidates A and C, as discussed in executive session at the 10 November 2023 meeting”

The Board of Visitors meeting minutes
10 November 2023
Page seven

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

Colonel Love commended and thanked Colonel Smith for his leadership of the Awards Committee.

Colonel Dominick moved:

MOTION

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

- *9 June 2023 meeting*
- *1 August 2023 teleconference*
- *24-25 August 2023 offsite meeting*
- *1 September 2023 teleconference*
- *2 October 2023 teleconference"*

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

There being no further business, the meeting adjourned at 1:20 p.m.

Respectfully submitted,

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