

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
20-21 FEBRUARY 2026

The Citadel Board of Visitors (BOV) held a meeting on 20-21 February 2026 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; conduct an executive session for personnel matters; approve minutes and motions presented (action items); and discuss other BOV matters.

The following Board members were present on 20 February: Colonel F. G. "Greg" Delleney, Jr., Chair; Colonel Triz V. Smith, M.D. Vice Chair; Colonel Allison Dean Love; Colonel Dylan W. Goff; Colonel Peter M. McCoy, Sr.; Colonel L. E. "Gene" Pinson; Colonel John C. Dominick; Colonel James E. Nicholson, Jr.; Colonel William M. "Bill" Connor, V; Major General Jeffrey A. Jones, Deputy Adjutant General and representative for Major General Robin B. Stilwell, Adjutant General of South Carolina; Mrs. Deborah W. Hargrove, representative for The Honorable Ellen E. Weaver, South Carolina State Superintendent of Education; Colonel William E. Jenkinson III, member emeritus; Colonel Douglas A. Snyder, member emeritus; Mr. James J. "Jay" Ethridge, Jr., Chairman, The Citadel Foundation (TCF); Mr. M. Todd Davis, President, The Citadel Alumni Association (CAA); 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; Colonel Jonathan R. Hoffman, Vice President for Communications and Marketing; Dr. John P. "Jay" Dowd III, President and Chief Executive Officer, TCF; Mr. Mark C. Brandenburg, General Counsel; Colonel S. Aaron Meadows, Chaplain and Director of Religious Activities; Mr. Russell Frierson, Executive Director, The Citadel Brigadier Foundation (TCBF); and Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President.

Voting members absent: Colonel Robert E. Lyon, Jr. 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 Delleney called the meeting to order at 8:02 a.m. Chaplain Meadows gave the Invocation and Colonel Nicholson led the group in reciting the Pledge of Allegiance. Colonel Delleney announced the guests that would be joining the meeting during the day and that there would be several action items to be handled as presented. He then announced the amended meeting schedule to facilitate attending the President's Circle Celebration during the baseball game, and the evening's reception to meet Lieutenant General and Mrs. Tom James. He next reviewed the calendar of upcoming meetings.

The Citadel Board of Visitors meeting minutes
20-21 February 2026
Page two

Chaplain Meadows departed the meeting at 8:06 a.m.

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

The members of the BOV, General Counsel, Vice Presidents, and Secretary to the Board of Visitors were present for the executive session for legal matters. Mrs. Hedstrom departed the room.

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

Mrs. Hedstrom rejoined the meeting and Colonel Robert E. Lyon, Jr. joined the meeting at 8:33 a.m.

Chair Delleney called on General Walters for the President's report. The President began his report with a brief review of the current enrollment. He then reported on the status of our international students, reporting all are doing well. He stated the expectation of another large number of cadets from the Kingdom of Saudi Arabia (KSA) and several from Ukraine in the next freshmen class. He indicated the KSA delegation has been invited to Recognition Day this year. He next reported the project with Rwanda was still active and that President Paul Kagame, President of Rwanda, is scheduled to visit campus on 16 April. General Walters then briefly discussed the funding requests to the State House Ways and Means Committee and federal funding. He then discussed the potential for The Citadel in entering the federal Senior Leadership Program now that there has been a realignment of participating institutions. A discussion followed on issues with the in-state and out-of-state mix of cadets, the potential larger project with KSA, and the political issues facing the Virginia Military Institute (VMI). The greater number of ROTC graduates over service academies in the military was discussed as was the need to dispel myths concerning the admissions and commissioning rates.

Chair Delleney called on Colonel Goff for the Strategy, Vision and Governance (SVG) Committee report.

Colonel Goff then presented the opportunity to name the future Leadership Reaction Course after Colonel Myron C. Harrington, Jr., USMC (Ret).

Colonel Love moved:

MOTION

"That the Board of Visitors approves the naming opportunity request that the Leadership Reaction Course be named the Colonel Myron C. Harrington, Jr., USMC, '60, Leadership Reaction Course."

As the motion was forwarded from committee, a second was not required. A brief discussion followed in which it was noted the funds raised far exceed that which is required for such a naming opportunity. All expressed their admiration for Colonel Harrington's legacy of leadership to the Board, The Citadel, our community, and our nation. Members voting in favor of the motion: Delleney, Smith, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Lyon, and Connor. Members voting against the motion: none. The motion passed.

Dr. Amy Emm, Chair of the Faculty Senate and Associate Professor of German, joined the meeting at 9:03 a.m.

Colonel Goff moved:

MOTION

"That the Board of Visitors approves the proposed changes to the College Regulations as presented on 20 February 2026."

As the motion was forwarded from committee, a second was not required. Mr. Brandenburg reviewed the proposed changes and indicated that the Board will also continue this discussion at tomorrow's meeting. Members voting in favor of the motion: Delleney, Smith, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Lyon, and Connor. Members voting against the motion: none. The motion passed.

Mr. Art Chase, Director of Intercollegiate Athletics, and Colonel Andrea Gross, Associate Provost for Enrollment Management, joined the meeting at 9:07 a.m.

Chair Delleney called on Colonel Love for the report of the Communications and Community Relations (CCR) Committee.

Colonel Hoffman began the Office of Communications and Marketing (OCM) report with a brief review of the top five performing in-house content from October through January. He then discussed the significant media coverage for the period which included the announcement of General Walters' retirement and that a Citadel professor authored the cover story for the Smithsonian Magazine on America250. Colonel Hoffman next announced that The Citadel switched media monitoring platforms in January from Cison to Critical Mention to catch more mentions of The Citadel and to increase visibility of different media placements and/or mentions. He then discussed the creation of the construction webpage which contains current

and recent campus construction projects with video and information about the projects. He reported a live stream of construction at the Krause Center will be coming. In discussing royalties, he reported a 21% increase over last year and reviewed the net sales by insignia. He announced the intent to launch a Citadel branded Amazon Shop which will provide a print-on-demand ability. He next discussed the digital advertising campaign for the Corps of Cadets. He reported on the increased budget to target both South Carolina and other key states.

Colonel Crawford began his state legislative report announcing the State Senate budget testimony has been scheduled for 19 March at 10:00 a.m. He then provided a brief review of the state appropriations discussing both recurring and one-time appropriations. Among the recurring requests he discussed tuition mitigation, cost of living increase, and enhanced ROTC scholarship support. The renovations and upgrades of several buildings were discussed as one-time requests. He reported there would be significant work on infrastructure projects this summer and indicated it might not be immediately noticeable but that it was important. Initial work on the new engineering building would soon be visible. He reported there were no protests in awarding the bid for the East Side Stands to Hill Construction. He then reported there would be a meeting with city officials to discuss the legislation proposed by State Senators Ed Sutton and Stephen Goldfinch. A short discussion followed to ensure all were aware that this proposed bill was not initiated by The Citadel and that it would impact the entire state. He next reviewed pending legislator visits to campus.

Colonel Crawford began his federal update with a brief review of our federal funding. Among those:

- \$1.6M a year for our Senior Military College Cyber Consortium (SMC3) through 2027.
- Announced resubmitting for continued appropriation for SMC3 following summer 2027.
- An additional \$300K allocated in the FY25 budget for our UGRAD program
- \$2M in FY24 State Department budget to fund Ukrainian scholarships. Actively in the process of recruiting Ukrainian students now.
- Federal TAC Program: two Army, one Air Force, and one Marine currently serving as TAC officers in the barracks.

Colonel Crawford then stated that if there was a question on the return of investment (ROI) for hiring Holland and Knight that the SMC3 funding alone would indicate an ROI over 100%.

Chair Delleney next called on Colonel Pinson for the report from the Education and Leadership Development (ELD) Committee.

Colonel Gordon started his update reporting that the 4th Class attrition was higher than normal during the challenge week, but final semester retention was the best in the last five years. He then reviewed the attrition statistics reporting that the majority of those that left were from out-

of-state and many had not visited campus prior to reporting. He then stated that he was very pleased with the retention from first semester to second semester. He next reviewed the discipline statistics noting the decrease in arrests and slight increase in dismissals. He reported that all violations of the Fourth Class System were reported from within the South Carolina Corps of Cadets (SCCC), indicating the system is working and the Corps is policing itself. In reporting no sexual assaults for the period, a discussion followed in which it was explained that the Commandant's report included only those incidents that were found credible and were subjected to the disciplinary system, whereas the Clery Report includes all allegations. He reported approximately 500 cadets left today for ROTC training at Fort Jackson in Columbia. He reported the rank board process has started and the prospective cadet leadership is very strong. A short discussion followed on the process for selecting commanders and their executive officers.

Brigadier General Selden opened her report stating the majority of the Board were present for her report to the ELD Committee so she would be brief. She then reported there would be a ribbon cutting ceremony for the Veterans' Center on 19 March. She then informed the Board that *U.S. News & World Report* will be reordering the categories in which they rank institutions. She indicated The Citadel would remain in regional universities in the south. She then briefly discussed conversations with the Executive Director of the Medal of Honor Museum at Patriots Point concerning a high school fellowship program. She concluded with comments on the construction of the Krause School of Leadership and the search for its dean.

Colonel Gross provided an update on the SCCC Class of 2030. She reviewed the current enrollment funnel and reported the numbers were still running ahead of last year. In discussing the SCCC initiatives, she discussed the off-campus recruiting events, the cadet caller program, and the cadet connection program where provisionally admitted students can sign up for zoom connections with current cadets. Two new initiatives she introduced: parent-to-parent calling where parents of current cadets make calls in the evenings to parents of provisionally admitted students and personalized video text messages. These efforts will assist in reducing the summer melt. She reported continued work on leveraging financial aid and scholarships. She briefly discussed the soon-to-be launch of new software, Awards Management, which will assist in getting the financial aid awards out earlier. Colonel Gross next reviewed the summer 2026 enrollment data for The Citadel Graduate College (CGC) noting the student type and number of admitted students. She indicated further focus on those that started at The Citadel that left the school in good standing but without completing their degrees. In response to a question, Colonel Gross stated The Citadel's use of a rolling admissions process. She indicated that we do not have a specific early admissions process but do process early applications as soon as received. She reported that submitting an application is beneficial to the student as it provides earlier consideration for scholarships and for the Honors Program.

Responding to a question on the status of the proposed Maritime Program, Commander Lind reported there is conversation and some action at the federal level, but that current focus is on the existing maritime institutions as all are performing under capacity.

Mr. Chase began his report announcing the wrestling team is currently tied for first place in the conference with only one match against VMI left in the season. He then discussed two additions to the football coaching staff noting that one of the new coaches is in the Skill Bridge program transitioning off of active duty with the U.S. Coast Guard. He next discussed efforts underway to educate our athletes on the dangers of performance enhancing drugs and sports gambling and on financial literacy. Mr. Chase's report concluded with a short discussion on non-cadet participation in sports and athletic grooming standards.

Chair Delleney called for a short break at 10:05 a.m.

At the break, Colonel Gross departed the meeting. The following staff members joined the meeting at 10:06 a.m.: Mrs. Amy K. Orr, Assistant Vice President, Auxiliary Services; Ms. Abigail R. Hatch, Associate Vice President, Financial Services; Mrs. Susan Shady, Budget Director; Ms. Valerie Mercado, Title IX Coordinator/ Compliance; Ms. Barbara Hickson, Paralegal/ Compliance Specialist/ Freedom of Information Officer; and Mr. Jonathan Kresken, Vice President, Legacy, Annual and Reunion Giving, TCF.

Chair Delleney called the meeting back to order at 10:10 a.m. and called on Colonel Nicholson for the report from the Operations and Risk Management (ORM) Committee.

Colonel Saint began the ORM report with a brief review of the Scholarship Book and its purpose. She then reported that 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 4.0%. She provided the recommended spend amounts since FY23 and then the actual spend amounts for the last three years. Colonel Saint next presented the recommended amounts for the current year and for 2027. She reported that the Trust Board of Directors reviewed and approved the FY27 recommended spend plan at its 16 October 2025 Trust Board Meeting.

Colonel Dominick moved:

MOTION

"That the Board of Visitors approves the recommended Trust scholarships budget for FY27 as presented on 20 February 2026."

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

Colonel Dominick moved:

MOTION

“That the Board of Visitors authorizes the administration to execute such documents as are necessary to lease the Confined Disposal Facility to The Citadel Real Estate Foundation for one dollar (\$1) per year for five years, with an option to renew.”

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

Mr. Kresken departed the meeting at 10:16 a.m.

Chair Delleney then called on Colonel Saint for the Executive Committee report. She reported that the 2025 financial audits of The Citadel and The Citadel Trust were submitted on time and met all deadlines as set by the State of South Carolina. The Financial Statement Audit, the Single Audit, and the NCAA Agreed Upon Procedures (AUP) report were filed on time. She stated the Cherry Bekaert presentation will cover the required board communications and financial highlights and that they delivered an unmodified audit opinion and identified no internal control deficiencies. She reported that The Citadel Trust’s 2025 financial statement audit was reviewed at the October 2025 meeting of The Citadel Trust Board of Directors.

Ms. Roselle Bonnoitt, Director, Cherry Bekaert LLP, and Mr. Austin Miller, Advisory Director, Frazier & Deeter, joined the meeting at 10:22 a.m.

Colonel Saint briefly discussed the financial overview of The Citadel, component units, and related parties. She next covered the Composite Financial Index (CFI) Analysis, reviewing the components of the CFI, Moody’s rating comparisons, balance sheet ratios, capital ratios, market ratios, contribution ratios, and additional ratios.

Ms. Bonnoitt began her report with a brief review of the summary of services and deliverables. She reviewed the client service team. She provided the Cherry Bekaert report covering the required board communications and financial highlights. She reported that Cherry Bekaert delivered an unmodified audit opinion on the financial statements and will issue an unmodified opinion on the Uniform Grant Guidance audit. No deficiencies that are believed to be material weaknesses were noted and identified no internal control deficiencies. Ms. Bonnoitt complimented our financial team for their timely production of the financial reports.

Mr. Miller began his presentation with a brief review of Frazier & Deeter accounting and advisory firm, the services they are providing, and the process used in conducting The Citadel’s internal audit functions. He then reviewed the background and scope of the Purchasing Card and Study Abroad Internal Audits. He discussed the summary of the internal audits and

reviewed the activities performed and the recommendations. He reported the schedule for future audits is currently underway.

Chair Delleney announced the modification of the remainder of the day's agenda and the cancellation of the Medical University of South Carolina (MUSC) Infirmary update.

Colonel Dominick moved:

MOTION

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

- *31 October – 1 November 2025 meeting*
 - *12 November 2025 teleconference*
 - *3 December 2025 teleconference*
 - *15 January 2026 teleconference*
 - *2 February 2026 teleconference*

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

Chair Delleney announced we would now move to the executive session originally scheduled to follow lunch.

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

The members of the BOV, General Counsel, and Secretary to the Board of Visitors were present for the executive session. All other staff and non-Board members departed the meeting at 10:50 a.m.

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

Mrs. Hedstrom rejoined the meeting at 11:40 a.m.

Chair Delleney reviewed the remainder of the day's schedule, to include the Daniel Fund Luncheon, the President's Circle Celebration at the baseball game, and the evening's reception with presidential candidate Lieutenant General Tom James, USA. He recessed the meeting at 11:45 a.m.

The meeting reconvened at 7:00 p.m. at the Swain Boating Center to conduct an executive session for personnel matters in the format of a reception with a presidential candidate.

The following Board members were present at the reception: Colonel F. G. "Greg" Delleney, Jr., Chair; Colonel Triz V. Smith, M.D., Vice Chair; Colonel Allison Dean Love; Colonel Dylan W. Goff; Colonel Peter M. McCoy, Sr.; Colonel L. E. "Gene" Pinson; Colonel John C. Dominick; Colonel James E. Nicholson, Jr.; Colonel William M. "Bill" Connor, V; Major General Jeffrey A. Jones, Deputy Adjutant General and representative for Major General Robin B. Stilwell, Adjutant General of South Carolina; Colonel William E. Jenkinson III, member emeritus; Colonel Douglas A. Snyder, member emeritus; Mr. James J. "Jay" Ethridge, Jr., Chairman, TCF; Mr. M. Todd Davis, President, CAA; and Lieutenant Colonel John W. Powell, Jr., Secretary to the Board of Visitors.

Also in attendance were: Lieutenant General Tom James and his wife Mrs. Chelle James; Board member spouses; and Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President.

Colonel Smith moved to enter executive session for personnel matters for the reception. The motion was seconded by Colonel Love and approved by the voting members present: Delleney, Smith, Love, Goff, McCoy, Pinson, Dominick, Nicholson, and Connor.

The members of the BOV, Lieutenant General and Mrs. James, Secretary to the Board of Visitors, Board member spouses, and Mrs. Hedstrom were present for the executive session for personnel matters. Spouses were included in the executive session per the BOV's approval.

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

Colonel Delleney recessed the meeting at 9:00 p.m.

The Citadel Board of Visitors reconvened the meeting on 21 February 2026 at 8:00 a.m. in the BOV Room, Jenkins Hall, to conduct an executive session for personnel matters to interview a presidential candidate.

The following Board members were present on 21 February: Colonel F. G. "Greg" Delleney, Jr., Chair; Colonel Triz V. Smith, M.D., Vice Chair; Colonel Allison Dean Love; Colonel Dylan W. Goff; Colonel Peter M. McCoy, Sr.; Colonel L. E. "Gene" Pinson; Colonel John C. Dominick; Colonel James E. Nicholson, Jr.; Colonel William M. "Bill" Connor, V; Major General Jeffrey A. Jones, Deputy Adjutant General and representative for Major General Robin B. Stilwell, Adjutant General of South Carolina; Mrs. Deborah W. Hargrove, representative for The Honorable Ellen E. Weaver, South Carolina State Superintendent of Education; Colonel William

The Citadel Board of Visitors meeting minutes
20-21 February 2026
Page ten

E. Jenkinson III, member emeritus; Colonel Douglas A. Snyder, member emeritus; Mr. James J. "Jay" Ethridge, Jr., Chairman, TCF; Mr. M. Todd Davis, President, CAA; and Lieutenant Colonel John W. Powell, Jr., Secretary to the Board of Visitors.

Also, in attendance were: Mr. Mark C. Brandenburg, General Counsel, and Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President.

Voting members absent: Colonel Robert E. Lyon, Jr. A quorum was present.

Chair Delleney reconvened the meeting at 8:00 a.m., welcoming all back. He briefly reviewed the schedule for the day: executive session for personnel matters to interview presidential candidate Lieutenant General Tom James; and to consider proposed changes to the *College Regulations*. A short discussion followed on the process for conducting the interview.

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

The members of the BOV, General Counsel, and Secretary to the Board of Visitors were present for the executive session for personnel matters. Mrs. Hedstrom departed the room.

Lieutenant General James joined the meeting at 8:30 a.m.

Following the interview, Lieutenant General James departed the meeting at 10:40 a.m.

Colonel Goff moved to come out of executive session. The motion was seconded by Colonel Love and approved by the voting members present: Delleney, Smith, Love, Goff, McCoy, Pinson, Dominick, Nicholson, and Connor. Mrs. Hedstrom rejoined the meeting at 10:50 a.m.

Chair Delleney called on Mr. Brandenburg to present the proposed changes to the *College Regulations*.

Colonel Goff moved:

MOTION

"That the Board of Visitors approves the proposed changes to the College Regulations as presented on 21 February 2026."

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

The Citadel Board of Visitors meeting minutes
20-21 February 2026
Page eleven

Chair Delleney asked if there was anything else to come before the Board. Hearing none, he adjourned the meeting at 11:02 a.m.

Respectfully submitted,

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