

THE CITADEL BOARD OF VISITORS
TELECONFERENCE MINUTES
6 May 2026

The Citadel Board of Visitors (BOV) held a teleconference on 6 May 2026 using Zoom technology in Room 110, Bond Hall, to: conduct a discussion on the proposed idea of a Maritime Academy; conduct an executive session for legal advice related to pending, threatening and potential claims, and other matters covered by the attorney-client privilege; action items as a result of the executive session (if needed); and to discuss other BOV matters.

The following Board members were present: Colonel F. G. "Greg" Delleney, Jr., Chair (Zoom); Colonel Triz V. Smith, M.D., Vice Chair (Zoom); Colonel Allison Dean Love (Zoom); Colonel Dylan W. Goff (Zoom); Colonel John C. Dominick; Colonel James E. Nicholson, Jr. (Telephone); Colonel Robert E. Lyon, Jr. (Zoom); Colonel William M. "Bill" Connor, V. (Zoom); Mrs. Deborah W. Hargrove, representative for The Honorable Ellen E. Weaver, South Carolina State Superintendent of Education (Zoom); Colonel William E. Jenkinson III, member emeritus (Zoom); Mr. K. Wayne Wicker, President, The Citadel Brigadier Foundation (TCF) (Zoom); 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 (Zoom); Captain Jeffrey D. Lamberson, Vice President for Facilities and Engineering; Mr. Art Chase, Director of Intercollegiate Athletics; Commander William A. Lind, Chief of Staff; Mr. Mark C. Brandenburg, General Counsel; Colonel Michael R. Weeks, Dean, Tommy and Victoria Baker School of Business; General K. Frank McKenzie, Jr., incoming President (Zoom); Ms. Ellen Eigner, Executive Assistant to the CEO & Board Liaison, The Citadel Foundation (TCF) (Zoom); and Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President.

Voting members absent: Colonel Peter M. McCoy, Sr., and Colonel L. E. "Gene" Pinson. 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 of the Board to order at 1:00 p.m. and called on Dean Weeks to initiate the discussion on a proposed Maritime Academy at The Citadel. Dean Weeks reviewed the study he and Commander Lind developed to explore the proposal presented by Representative Tom Hartnett, Jr. to establish a maritime academy in South Carolina. The intent of the academy is to tackle the national mariner shortage and capitalize on South Carolina's maritime economy.

He indicated the proposal is strategically aligned with our mission and stated that "South Carolina's position as home to a major and rapidly growing East Coast port and the

Lowcountry's strong ties to the U.S. Navy and Coast Guard create a compelling case for expanding The Citadel's academic portfolio to include maritime education." He then stated that a review of the national landscape showed significant issues to be considered before committing to a full academy model. He reported the national merchant mariner shortage is primarily driven by retention challenges, limited peacetime sea-time opportunities on a small U.S. flag fleet, and workforce issues rather than by a lack of training institutions. He reported that even with robust modernization efforts, the existing seven maritime academies are not at full enrollment. He stated this available student capacity raises questions concerning the ability of a new academy to attract sufficient enrollment to be cost efficient.

Colonel Preethi Saint, Vice President for Finance and Business, joined the meeting via Zoom at 1:14 p.m.

A discussion followed on infrastructure costs such as additional student capacity, new classrooms, and simulators. The minimum number of students that would be required was questioned with the thought that a smaller number could be possible. Dean Weeks responded the only way to reduce the numbers to be feasible would be to impact the focus of current cadet numbers. It was noted that the issue is not a lack of training slots but a lack of students. They then discussed the Louisiana Maritime Academy initiative as a model for efficient regional expansion through integrated phased models rather than immediate greenfield construction. Dean Weeks indicated this is a measured approach that appears to be on the right track, but that success was still uncertain.

Dean Weeks then suggested reframing the central question. As stated, "the question is not whether South Carolina should strengthen maritime education – but how The Citadel can do so most effectively and sustainably at this stage." He stated three structural issues confront a standalone academy: enrollment demand, capital funding, and long-term workforce projections. He reported The Citadel would be the right place for a South Carolina Maritime Academy if the conditions were right and the resources were available. He then proposed a first step toward this vision by establishing a Maritime Logistics degree that would leverage The Citadel's current strengths, demonstrate student demand, deepen regional industry partnerships, and create a foundation for which a larger maritime program could grow if conditions warrant. He then reviewed the benefits of the proposal: strategic location, institutional strength, and workforce impact. He indicated the program could initially start as an academic concentration and then expand to a minor or major. It was noted that the current federal administration supports the expansion of maritime education but is uncertain of future support. Dean Weeks then reviewed the slide illustrating the comparative advantage of The Citadel and Louisiana models.

Further discussion followed on the number of students that would be required, the Louisiana Maritime program, and workforce needs. Brigadier General Selden indicated the barracks are at

capacity and to have the numbers needed, it would be necessary to either increase bed space or to convert focus of current students. Dean Weeks noted that the Louisiana program is currently educating students in maritime areas but not actual mariners. General Walters indicated that approximately 50% of the graduates of the Merchant Marine Academy do not enter the Merchant Marines but choose service in the military.

Colonel Peter M. McCoy, Sr., joined the meeting by telephone at 1:41 p.m.

Chair Delleney stated the need to present Representative Hartnett with The Citadel Maritime Logistics Program as a step we can move toward now with minimal impact on infrastructure.

Colonel Jonathan R. Hoffman, Vice President for Communications and Marketing, joined the meeting via Zoom at 1:46 p.m.

Chair Delleney asked for a motion to enter executive session for legal matters.

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

The members of the BOV, the General Counsel, and the Secretary to the Board of Visitors were present for the executive session for legal matters. All others departed the meeting

Colonel Love 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, Dominick, Nicholson, Lyon, and Connor.

Chair Delleney asked if there was anything else to come before the Board. Hearing none: Colonel Connor moved to adjourn. The motion was seconded by Colonel Dominick and approved by all voting members.

The meeting was adjourned at 1:53 p.m.

Respectfully submitted,

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