

THE CITADEL BOARD OF VISITORS
OFFSITE MEETING MINUTES
23-24 July 2026

The Citadel Board of Visitors (BOV) held offsite meetings at the Wampee Conference and Retreat Center in Pinopolis, SC, on 23 and 24 July 2026 to: receive the President's strategic vision; receive updates on the MUSC Clinic, Maritime Academy, and Confined Disposal Facility (CDF); approve Johnson Hagood Stadium rental event (action item); conduct discussion on free speech and merit in the military; conduct executive sessions for personnel matters and contractual matters (action items, if needed); conduct election for Board Vice Chair (action item); consider proposed changes to the *College Regulations* (action item); and to discuss other BOV matters.

The following Board members were present on 23 July: 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 Robert E. Lyon, 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. Ethridge, Jr., Past Chairman, The Citadel Foundation (TCF); Mr. K. Wayne Wicker, President, The Citadel Brigadier Foundation (TCBF); 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 Kenneth F. "Frank" McKenzie Jr., President; Colonel Kevin C. Bower, Interim Provost and Dean of the College; Colonel Cardon B. Crawford, Chief of Staff; Colonel Thomas J. Gordon, Commandant of Cadets; Colonel Preethi Saint, Chief Financial Officer and 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. Art Chase, Director of Intercollegiate Athletics; Commander William A. Lind, Military Secretary; Mr. Mark C. Brandenburg, General Counsel; Ms. Shannon Mease, Chief Operating Officer and Chief Financial Officer, TCF; and Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Chief of Staff.

Voting members absent: none. 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. and welcomed General McKenzie to his

first offsite as President. Chair Delleney announced the passing of State Representative The Honorable Chris Murphy, Citadel Class of 1990, on 22 August and commented on his strong support of The Citadel.

Chair Delleney reminded Board members that they need to remove personal items from their rooms tomorrow no later than 9:00 a.m. and that Palmetto Medal (non-cadet) and Honorary Degree nominations are due 1 September. He next reviewed upcoming events, meetings, and recent or upcoming birthdays. Chair Delleney provided the Invocation and then called on Colonel Pinson to the Pledge of Allegiance.

Chair Delleney then gave the floor to Colonel Love. She thanked the Chair for asking her and Colonel Dominick to assist in collecting the Board members requested input to strategic issues. She indicated there were some great inputs that would be discussed as the meeting progressed. Colonel Dominick added his thanks and commented on the value of the responses.

Chair Delleney next called on General McKenzie for his report.

General McKenzie began his report with an overall review of the state of the college. He provided a brief review of the entering class and enrollment numbers indicating they were on track to fill the barracks. He reported on his recent visits with both state and local officials and commented on his appreciation with the relationship with the South Carolina National Guard. He next stated that the East Side Stands were still on schedule to be completed prior to the first home football game and work was underway on the new engineering building. He thanked the Board and college staff for their assistance in the transition process. He then commented on good news for state appropriations of the campus building projects and the overall funding from the state.

General McKenzie then began his discussion on his strategic vision with the statement that "One must dream with your eyes open." He provided a review of where the college is currently and the headwinds to consider. He stated the need for a two-part strategic approach: maximize current opportunities; and develop a plan for the future with clear priorities and a vision of where we want to be in five, ten, and twenty years. In discussing the vision, he stressed it begins and ends with leadership. He indicated the new strategic plan will be written this school year to be delivered in spring 2027 and emphasized that he will be personally involved in its development.

General McKenzie then provided a comprehensive presentation of his strategic vision for the college. The areas he discussed:

- Academics: The Krause School of Leadership & Ethics and a future school of Computing, AI, and Cybersecurity
- Corps of Cadets-1: Appearance, uniforms, parades and formations, leave and liberty, physical fitness, and the cadet rank structure.
- Corps of Cadet-2: TAC Officers and the Regimental Band

- Coward Hall: revisit Corps Messing to study alternatives
- Honor: discussed immediate actions needed and long term action to study complete program with report due NLT Corps Day and implementation in the next academic year.
- Recruiting: Overall review top to bottom: national focus, quality, residency, alumni recruiting, and knob sendoffs.
- Fundraising: growth of endowment, TCF tasking through strategic plan and annual guidance memo
- Other Issues: Beach Club, Kingdom of Saudi Arabia (KSA) program, Provost search, faculty and staff compensation, Palmetto Boys State, and The Citadel Success Institute (CSI)

General McKenzie ended his presentation again stating the need to “dream with our eyes open.”

Chair Delleney called on Colonel Dominick to open the discussion on strategic initiatives. Colonel Dominick then reviewed the submitted input from the Board members. The first initiative discussed was Educating and Developing Principled Leaders. This brought discussion on the language and definitions. Several commented on the need to keep the focus on the Corps of Cadets and noted the absence of language emphasizing the military aspects of the college. Other initiatives reviewed: Enhance the Learning Environment and Advancing The Citadel as the Military College of Choice. In the discussion that followed, the public perception of the high acceptance rate was discussed and how the data has now been corrected to comply with IPEDS reports. Military commissioning rates were also discussed with comments indicating the reported numbers were incomplete.

Dr. Geoff McLeod, Medical Director, MUSC Health at The Citadel, joined the meeting at 10:35 a.m. as Chair Delleney called for a short recess.

Chair Delleney reconvened the meeting at 10:50 a.m. and called on Dr. McLeod for his report.

Dr. McLeod began his report reviewing the primary goal of the clinic: to provide high-quality care with the latest technology and medical professional knowledge to the Corps of Cadets in the most cost-effective manner. He then provided an overview of the MUSC Health program at The Citadel which began in the 2022/2023 academic year. He reviewed the services provided: primary care, counseling and psychological services (CAPS), psychiatry, physical therapy, and athletic training. He emphasized that all health services are now under one roof. He noted that the program at The Citadel is the only college clinic approved as a Department of Defense Medical Exam Testing System (DoMERB) site which provides medical examinations for all ROTC service branches. He also indicated this is the only college clinic to provide platelet-rich plasma (PRP) treatment to assist in orthopedic recovery. Dr. McLeod then discussed the evolution and growth of the services and providers through the years to the comprehensive services and staff now available. He reported a 38% growth in patient visits since opening by

the end of the academic year 2025/2026 and a 35% growth in patient visits in the CAPS during the same period. In response to discussions concerning mental health issues, sexual assault, and HIPPA concerns, Dr. McLeod assured all are managed with the appropriate professionals and with the best interests of the patients.

Chair Delleney thanked Dr. McLeod for his report and commented on the comprehensive health services now available to cadets.

Dr. McLeod departed the meeting at 11:28 a.m.

Chair Delleney called on Colonel Bower for the Maritime Academy update.

Colonel Bower briefly reviewed the strategic overview from the taskforce and then The Citadel's role in the maritime industry. He then reported that the recommendation is to develop a minor in maritime logistics. He indicated this will allow time to assess demand without creating long-term expenditures and provide the opportunity to build strategic capabilities incrementally while being able to respond to demand signals as they appear. Colonel Bower next reviewed the proposed structure of the minor indicating this would be designed as a discipline-specific minor built on existing degree plans. He emphasized no new degrees would be required. He reported the minor would include a 9-credit maritime core and include a total of 15 credits. The final course would be an applied capstone tied to regional industry partners.

Colonel Bower then reviewed the proposed timeline for development and implementation of the minor. He indicated minor and course development and institutional curriculum review for the fall 2026. Student outreach and advising would occur in the fall 2026 and spring 2027 semesters with first course offering and launch in fall 2027. He next discussed the strategic next steps for fall 2027, reviewing the five course sequence, tracking the minor, and tracking employment outcomes. He closed with a brief review of the future steps which would include requesting a full-time professor's position and include a comprehensive feasibility study to determine program extension and possible academy development.

Colonel Bower commented that the development of this minor would be the quickest means for The Citadel to enter the maritime industry and provide the opportunity to determine true interest among both students and the industry. During the discussion, it was noted that the South Carolina Commission on Higher Education (CHE) approval is not required for establishing minors.

Chair Delleney thanked Colonel Bower for his report and called on Colonel Saint to present the Johnson Hagood Stadium rental event. She briefly reviewed the proposed event.

Colonel Nicholson moved:

MOTION

*"That the Board of Visitors approves Johnson Hagood Stadium hosting
The Charleston Wine & Food Culinary Village on the first Friday, Saturday, and Sunday
of spring break in 2027, 2028, and 2029, as presented on 23 July 2026. In 2027, the event dates are
March 5-7, 2027. The dates for 2028 and 2029 will be on similar dates, to be determined when
The Citadel establishes its spring schedule for those semesters."*

Colonel Pinson 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 called on Mr. Brandenburg for the CDF update. Mr. Brandenburg began his report with a brief review of the history of the CDF from 1992-1995, first Ripley Light Development, LLC, contract in 2002, the second Ripley Light contract in 2006, The Citadel's work at the CDF and boat basin, maintenance dredging between 2021-2026, and a brief overview of communications with Ripley Light 2023 and 2024. He then discussed the recent developments in which the BOV approved leasing the CDF to The Citadel Real Estate Foundation (TCREF). He reported that in discussions with the South Carolina Department of Administration, the lease to TCREF is permitted but TCREF must follow the state procurement code for repairs to the CDF. Mr. Brandenburg further reported that the state engineer suggested declaring this as an emergency which would permit contracting with a vendor outside of the procurement code. He indicated this was done, and on 6 July, The Citadel contracted with Ripley Light Yacht Club Investors LLC and Ripley Light Marina Property Owner's Association to repair the dikes, dredge The Citadel's boat basin, use the CDF for its spoil site for dredging their boat basin, and to repeat within 10 years.

Chair Delleney thanked Mr. Brandenburg for his report and recessed the meeting for lunch at 11:51 a.m.

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

Dr. Ron Scott, Colonel, USAF (Ret), President and Chief Executive Officer of Stand Together Against Racism and Radicalism in the Services, Inc. (STARRS); Major General Joe Arbuckle, USA (Ret), STARRS Vice Chairman Emeritus; Mr. Michael T. Rose, JD/MBA, STARRS Executive Vice President and General Counsel; and Brigadier General Mich Zais, Ph.D., USA (Ret), STARRS Vice Chairman of the Board, joined the meeting.

Chair Delleney welcomed the STARRS representatives to the meeting for a discussion on free speech and merit in the military and gave the floor to Mr. Rose. Mr. Rose introduced the other STARRS members and recognized Colonel Connor as also a member of STARRS.

The members began a team presentation with the sharing of their organization's goals and discussing threats to The American Creed through radical indoctrination and its impact on the military. STARRS indicated to fulfill its organization's goals, people need to get involved and quoted President Reagan when he said, "Freedom is only one generation away from extinction." They then presented the Citizens Action Plan for America: The Way Ahead.

Colonel Delleney thanked the STARRS representatives for their presentation.

Dr. Scott, Major General Arbuckle, Mr. Rose, and Brigadier General Zais departed the meeting at 1:10 p.m.

Chair Delleney asked for a motion to enter executive session for contractual matters. Colonel Goff made the motion. 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, the Vice Presidents, General Counsel, Ms. Mease, and the Secretary to the Board of Visitors were present for the executive session for personnel matters. Mrs. Hedstrom left the meeting.

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

Colonel Goff moved:

MOTION

"That, pursuant to the MOU between The Citadel and The Citadel Foundation, and in accordance with a request from the donor, the Board approves dedicating \$1.5 million of the pending Turner Foundation bequest designated for The Citadel to waterfront management of The Citadel's boat basin."

Colonel Nicholson 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.

Colonel Goff moved to go into executive session for personnel matters – BOV Evaluation. 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, Colonel Bower, and the Secretary to the Board of Visitors were present for the executive session for personnel matters. All other staff members departed the meeting at 3:15 p.m.

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

Mrs. Hedstrom returned to the meeting at 3:21 p.m.

A general discussion followed the executive session. Colonel Nicholson noted the need to develop a strategic plan for our athletic program that would define what and where we want our program to be. He then addressed several issues with the recent yearbook. Colonel Jenkinson mentioned a painting located in the school archives depicting General Francis Marion eating a sweet potato dinner with a British officer. He questioned the value of the painting and stated it should be on display as the country celebrates its 250th anniversary . This led to a brief conversation on South Carolina's participation in the Revolutionary War and how The Citadel can participate in promoting South Carolina history.

Chair Delleney reviewed the dinner schedule, noted tomorrow's breakfast would be served at 7:45 a.m., and tomorrow's meeting would reconvene at 8:30 a.m.

Chair Delleney recessed the meeting at 3:50 p.m.

Chair Delleney reconvened the offsite meeting on Friday, 24 July 2026, at 8:30 a.m. in the Board Room of the Wampee Conference and Retreat Center.

The following Board members were present on 24 July: 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. Ethridge, Jr., Past Chairman, TCF; Mr. M. Todd Davis, President, CAA; 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 Chief of Staff.

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

Colonel Goff nominated Colonel Smith to be reelected as BOV Vice Chair.

Colonel Goff moved:

MOTION

"That the Board of Visitors elects Colonel Triz V. Smith, M.D., as Vice Chair for a two-year term effective 17 October 2026."

Colonel McCoy seconded the nomination. 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. Colonel Smith was reelected as Vice Chair. His second term will start on 17 October 2026.

Colonel Goff moved:

MOTION

"That the Board of Visitors approves the proposed changes to the College Regulations as presented on 24 July 2026."

As the motion was forwarded from committee, a second was not required. Colonel Goff stated that the Strategy, Vision and Governance (SVG) Committee recommended removing the history of the Board's amendments in the "Statement of Vision, Core Values, and Mission" because the history is unnecessary and distracting. He also noted the committee recommended revising the definitions of Honor and Duty to correct voice and tense issues.

The Board then discussed changing the Core Values to "Duty, Honor, State, and Country." In presenting the affirmative case for the proposed change, Colonel Goff presented a brief review of the white paper previously provided to BOV members and presented at the recent SVG meeting. He addressed the history of the wording of the Core Values and the reasoning for removing "Respect" and adding "State and Country," stating the proposed change properly addresses who and what we are. The rollout of the proposed new Core Values to the Corps of Cadets and faculty was briefly discussed with General McKenzie, stating he would address both groups on the change.

Colonel Love and Colonel Dominick voiced concerns with removing the word Respect. Colonel Love indicated she believed this action was moving too quickly and without input from other stakeholders. She stated Respect is interwoven into everything that The Citadel professes and is concerned with the potential risks that could result from removing Respect. Among the areas of concern: culture of the Corps of Cadets; academic and institutional reputation; alumni relations and donor support; leadership development mission; and legal and regulatory exposure.

Colonel Love moved to amend the original motion to revise the final sentence in the definition of "Duty." "Duty is also a call to serve others before self, demonstrating respect for others, both those in authority and those you serve." The motion was seconded by Colonel Dominick.

In the discussion that followed, Colonel Love stated she is not opposed to adding State and Country but does not want to see Respect buried. Major General Jones discussed his experience at the War College, indicating respect is imbedded in all other core values and is the mortar that holds all others together. Colonel Dominick shared his research on respect and its importance. The text of the proposed amendment was discussed and resolved. The Core Value statement would remain as proposed: "Duty, Honor, State, and Country," but the text in the paragraph describing "Duty" would be amended. The last sentence in the current statement would be changed to read: "Duty is also a call to serve others before self, demonstrating respect for others, both those in authority and those you serve."

The vote on the motion to amend the original motion was called. 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 to amend the original motion passed.

The vote on the amended motion was called. 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.

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

The members of the BOV, Secretary to the Board of Visitors, and Mr. Brandenburg were present for the executive session. Mrs. Hedstrom departed the meeting.

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

Following the executive session, Colonel Smith moved:

MOTION

*"That the Board of Visitors approves the creation of the position of
Vice President for Human Resources as presented on 24 July 2026."*

Colonel Love 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.

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Colonel Smith also moved:

MOTION

"That the Board of Visitors approves the contract for Colonel Leah Schonfeld as Vice President for Human Resources as presented on 24 July 2026."

Colonel Smith 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.

A brief discussion on the success of TCF followed, with it noted that the cost of each dollar is among the best in class among higher education foundations.

Chair Delleney thanked all for their attendance and participation. He reminded members that the next monthly teleconference will be on 1 September.

There being no further business, the meeting adjourned at 9:10 a.m.

Respectfully submitted,

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