

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
5 June 2026

The Citadel Board of Visitors (BOV) held an annual meeting in the BOV Room, Jenkins Hall, on 5 June 2026 to: conduct executive sessions on personnel and legal matters; action items as a result of executive sessions; receive the President's report; receive reports from The Citadel Foundation (TCF), The Citadel Brigadier Foundation (TCBF), The Citadel Alumni Association (CAA), and Board committees; consider any action items presented; consider minutes from previous meetings and motions for approval; and discuss other BOV matters.

The following Board members were present: 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. Luther C. Kissam, IV, 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: none. 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 24 hours in advance in Bond Hall and on the college website. 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 asked for a motion to enter executive session for personnel matters. Colonel McCoy made the motion. 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.

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

Mr. Art Chase, Director of Intercollegiate Athletics, joined the executive session at 9:10 a.m.

Colonel Love 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, Lyon, and Connor.

Board of Visitors meeting minutes
5 June 2026
Page two

Colonel Dominick moved:

MOTION

"That the Board of Visitors approves the extension of the contracts for Colonel Crawford, Colonel Gordon, Colonel Saint, and Commander Lind as briefed on 5 June 2026."

The motion was seconded by Colonel Nicholson. 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 approves the increase of Colonel Crawford's compensation from \$221,000 to \$241,000."

The motion was seconded by Colonel Nicholson. 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 approves the increase of Coach Triplett's compensation from \$148,933 to \$175,000."

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

The members of the BOV, the General Counsel, and Secretary to the Board were present for the executive session for legal matters. Mr Chase departed the meeting at 9:25 a.m.

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

Mrs. Hedstrom rejoined the meeting at 9:58 a.m.

Chair Delleney called for a break at 10:00 a.m. to allow staff members to join the meeting.

Chair Delleney reconvened the meeting to order at 10:06 a.m.

The following joined the meeting at 10:06 a.m.: 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, Chief Financial Officer and Vice President for Finance and Business; Captain Jeffrey D. Lamberson, Vice President for Facilities and Engineering; Mr. Art Chase, Director of Intercollegiate Athletics; Dr. John P. "Jay" Dowd III, President and Chief Executive Officer, TCF; Commander William A. Lind, Chief of Staff; Colonel Kevin C. Bower, Associate Provost for Academic Affairs and Dean of General Studies; Mr. Russell Frierson, Executive Director, The Citadel Brigadier Foundation (TCBF); Colonel S. Aaron Meadows, Chaplain and Director of Religious Activities; and Mr. Jack Cunningham, President-Elect, TCBF.

Chair Delleney welcomed all to the meeting. Chaplain Meadows gave the Invocation and Colonel Pinson led the group in reciting the Pledge of Allegiance.

Chaplain Meadows departed the meeting at 10:09 a.m.

Chair Delleney welcomed and introduced Mr. Kissam and Mr. Cunningham to their first BOV meeting. He announced this would be the last BOV meeting for General Walters as he is retiring as our 20th president, and for both Brigadier General Selden and Dr. Dowd as they are moving on to be presidents of other institutions. He thanked them all for their many years of leadership and service to The Citadel and congratulated Colonel Connor on being inducted to the South Carolina Military Veterans Hall of Fame. Colonel Delleney then reviewed the schedule for tonight's reception, the summer birthdays, upcoming events, and today's meeting agenda, noting action items would be voted on when presented. He then called on General Walters for the President's report.

General Walters began with a review of the numbers for the entering Class of 2030 and reported that of the 821 active deposits, 56.7% are from in-state students and includes 193 legacy students and 135 females. He next reported that the Krause School of Leadership and Ethics building will be completed on time. He then briefly discussed federal funding received to include the scholarships for students from Ukraine, lab equipment for the new engineering building, active duty TACS, and the Senior Military Colleges cyber program. He next discussed Southern Conference (SoCon) issues. He reported the decision not to raise the cost of attendance stipend and the possibility of increasing the football footprint to 18 teams. This followed with discussion on the potential impacts to The Citadel. Mr. Chase indicated one goal of the potential increase in teams is to strive for an additional bid to the NCAA tournament. General Walters indicated our issues are to preserve rivalry games and increased travel expenses. He closed with a short discussion on the success of the trial program for active duty TACS and of having young active duty officers interacting with cadets. He indicated a savings of \$1.6M if all TACS were active duty.

Chair Delleney called on Dr. Dowd for the TCF report. Dr. Dowd provided a report that illustrated the differences in the Foundation for Leadership Campaign and Our Mighty

Citadel Campaign, reporting that both exceeded their initial goals but highlighted the significant increase in total raised. In noting the decrease in total donors but with an increase in average donation, he reported the percentage of participation is off the charts in comparison with most colleges nationally.

Colonel Jenkinson departed the meeting at 10:46 a.m.

Mr. Kissam thanked Dr. Dowd for the work he has done for TCF in bringing it to the level it is today.

Chair Delleney called on Mr. Cunningham for the TCBF update. Mr. Cunningham thanked the members of the Board for their welcome, indicated he was filling in for TCBF President Mr. Wicker, and then asked Mr. Frierson to give their report. Mr. Frierson began his presentation by thanking Dr. Dowd and TCF for the strong support given to TCBF. He briefly discussed athletic scholarships and then facility projects, such as the football stadium stands and locker rooms. In reporting that there were six months left to go in the capital campaign, he indicated it was on track to exceed the goals and that they already had 21% more donors than last year.

Chair Delleney next called on Mr. Davis for the CAA report. Mr. Davis began by reporting that 217 of the recent graduates joined the CAA as Life Members. He then reviewed the CAA membership, indicating approximately 50% of our graduates are members. He briefly reviewed CAA finances and the Memorandum of Understanding (MOU) that guarantees a contribution of \$710K per year with specific amounts to the Service to Country and Legacy scholarships. He then provided updates on sponsored and supported activities and events. Mr. Davis then reviewed CAA long range planning, including supporting current and future alumni and supporting the education and development of principled leaders at all student levels. In closing, Mr. Davis provided a summary which led with the goal of committing to operating a supporting organization exclusively for the benefit of, to perform the functions of, and to carry out the purposes of The Citadel.

Colonel Jenkinson returned to the meeting at 11:09 a.m.

A short discussion followed on volunteer recruiting and The Citadel Volunteers program.

Chair Delleney called for a short break at 11:14 a.m. Mr. Frierson departed the meeting.

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

Colonel Goff encouraged Board members to read the recent Vanguard Report and reminded them to submit the requested strategic issues to either Colonel Love or Colonel Dominick so they can be discussed in July at the Wampee offsite. He then called on Mr. Brandenburg to present the proposed changes to the *College Regulations*.

Mr. Brandenburg stated the purpose of the changes was to clean up a few areas and to conform the regulations with the President's contract. A short discussion followed on the proposed changes.

Colonel Goff moved:

MOTION

That the Board of Visitors approves item 1 through 6 of the list of proposed changes to the College Regulations as presented on 5 June 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 Saint presented the request for the reappointment of The Citadel Trust Director.

Colonel Goff moved:

MOTION

"That the Board of Visitors approves the appointment of Lieutenant Colonel Fred J. Whittle to The Citadel Trust Board of Directors for an additional six-year term, expiring 30 June 2032."

The motion was seconded by Colonel Love. 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 Nicholson, Chair of the Operations and Risk Management (ORM) Committee, called on Colonel Saint for her report.

Colonel Saint began the FY26 Budget to Actuals Report stating this report covers nine months with three months still to go. She followed with a brief review of the FY26 summary. She next discussed the E&G summary through 31 March 2026 and reviewed the projected E&G revenue, revenue deductions, net E&G revenue, and expenses. She noted the E&G Net surplus (\$2.89M) and the projected net surplus (\$4.45M) following mitigation. Colonel Saint next presented the report on the Auxiliary Services reviewing the slides covering the auxiliary summary through 31 March 2026 and then the auxiliary services projection year end FY 2026. She reported on both the net fee-based surplus and profit-based surplus for a net surplus of \$.27M. She then reviewed the FY26 Athletic Operating through 31 March 2026 and year-end projection. After a brief discussion of the revenue and expenses, she reported a projected net deficit following mitigation of \$1.35M.

Colonel Saint then presented the brief on The Citadel Unrestricted Trust reviewing the status of unrestricted trust funds, an update on unrestricted FY26 spending, and the recommendation for FY27 spending.

Colonel Dominick moved:

MOTION

"That the Board of Visitors approves the proposed fiscal year 2027 expenditures of Trust unrestricted gifts as presented with the budget on 5 June 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 Saint then provided the update on the FY27 tuition and fees for the South Carolina Corps of Cadets (SCCC). She discussed the FY27 enrollment assumptions for the FY27 blended corps size and reviewed the FY27 approved tuition and fees from the November 2025 BOV meeting. She noted the assumptions for the corps size does not include the anticipated students from the Kingdom of Saudi Arabia (KSA). She reported that this is the 8th consecutive year with no increase in in-state tuition and this year includes no increase in out-of-state tuition for the SCCC. She then provided the proposed tuition for The Citadel Graduate College (CGC) and Citadel Transfer Program.

Colonel Dominick moved:

MOTION

"That the Board of Visitors approves amending the tuition and fees for the SC Corps of Cadets as recommended and presented on 5 June 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 approves amending the tuition and fees for The Citadel Graduate College and Citadel Transfer Program as recommended and presented on 5 June 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 Saint next presented the brief on the FY27 budget by first discussing the enrollment and tuition revenue assumptions and reviewing the projected enrollment. She noted again that these do not include the anticipated students from KSA. She then reviewed the FY27 state appropriations and the challenges and commitments for FY27. She then presented a breakdown of the proposed E&G budget followed by the proposed auxiliaries' budget and the proposed athletic budget. Colonel Saint then reviewed the slide illustrating the comparison of the college

revenue and expense budgets over the previous four years, the five-year trend line, and the proposed FY27 budget.

Colonel Dominick moved:

MOTION

"That the Board of Visitors approves the operating expense budget of \$146.8M for fiscal year 2027 which includes the E&G budget, Athletics operations and scholarship budget, Auxiliaries budget, and other funds comprising the comprehensive operating budget as presented on 5 June 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.

Chair Delleney announced a short break to pick up box lunches at 11:55 a.m.

Colonel Pinson, Chair of the Education and Leadership Development (ELD) Committee, called on Mr. Chase for the Athletics Report. Mr. Chase initiated his presentation reporting that The Citadel won the SoCon McAlister Award for exemplifying sportsmanship. He then reported on the academic performance stating that each team's average GPA exceeds 3.0 for both semesters. He indicated the decision to opt-in has not resulted in significant changes. Mr. Chase also reported we had a clean sweep against VMI this year defeating them in football, baseball, and basketball. This is the first sweep since 1997. He then briefly discussed the challenges of the ever increasing costs of doing business. He closed with comments on the improved interaction between the athletes and the Corps of Cadets. The Commandant agreed but added that it is often sport specific.

Colonel Pinson called on Colonel Gordon for the Commandant's Report. Colonel Gordon began his report stating it has been a challenging year. He reported two freshmen cadets died during the semester under different circumstances. The cadets responded well from the strong support provided by the entire campus community. He indicated 98% are doing well but the remaining 2% often presents challenges. Colonel Gordon next reported that this year, they held the first cohesion building event for the entering class prior to their meeting their cadre. The goal was to assist in providing additional internal support within the class as they began their training. He stated it was interesting to note, despite this, this year had the highest attrition during the challenge week but the highest overall retention in 10 years.

Colonel Gordon then reviewed the discipline statistics noting the increases in alcohol and drug incidences. He reported underage drinking, fake identifications, and the readily availability of THC infused products as the major factors for these increases. He noted the increase in arrests, several of which were for serious offenses. He then indicated that hazing and fourth class system violations remained low. Colonel Gordon reported a record average Cadet Physical Fitness score and that The Citadel tied for 1st place with VMI in the AMCSUS physical fitness test competition. He stated the active duty TAC program initial start with two officers has been

a great success and hopes to build on it. A short discussion followed on the honor code and artificial intelligence (AI). The Provost reported a faculty panel has been formed to review honor code cases involving AI and that there is now training for cadets when AI use is authorized and appropriate.

Colonel Pinson then called on Brigadier General Selden for the Provost's report. Brigadier General Selden opened with stating it has been an outstanding year academically. She then reported that she has been conducting a transition with Interim Provost Colonel Bower and reviewing all aspects of his responsibilities. She indicated she thought he was an outstanding selection for the interim role. Brigadier General Selden then briefly discussed the upgrades in Institutional Technology (IT) and the pending move to a new enterprise resource planning software that is cloud based.

The Provost then asked Colonel Gross to provide the enrollment report. Colonel Gross started her report by reviewing the summer 2026 enrollment data for CGC, noting the student type and number of admitted students. She then reviewed the enrollment funnel for the SCCC Class of 2030. She provided the updates to these figures and stated these numbers will continue to adjust as the summer progresses. Colonel Gross then briefly discussed the type of students in the numbers and then the projection for the class. Discussion followed on how the admit rate is determined and then on the lower projected number of athletes. Colonel Gross indicated the new NCAA settlement opt-in option restricts athletic team roster limits and noted there is a waiver for current cadets. A brief conversation followed on issues with sharing information with alumni groups involved in recruiting and summer send-offs.

Colonel Jonathan R. Hoffman, Vice President for Communications and Marketing, joined the meeting via Zoom at 1:30 p.m.

Colonel Love, Chair of the Communications and Community Relations (CCR) Committee, welcomed Colonel Hoffman and thanked him for joining the meeting while he is serving his United States Air Force Reserve active duty.

Colonel Hoffman began the Office of Communications and Marketing (OCM) report with a review of the top five performing in-house content February through May 2026. Among those: The Citadel's presidential search committee announcement of the four finalists; General McKenzie's selection as the 21st president of The Citadel; and The Citadel preparing for Recognition Day. He then discussed the significant media coverage for the period which included General McKenzie's selection as The Citadel's 21st president; Citadel Provost selected as next president of Lynchburg University; and The Citadel Foundation CEO selected to be president of Wofford College. Colonel Hoffman then discussed the program to provide photographs to The Citadel family to include graduation photographs. The program allows free downloads from the photo library and has saved Citadel graduates' families nearly \$100K. He then briefly discussed the photos and video of the cadets receiving military commissions.

Colonel Snyder departed the meeting at 1:35 p.m.

Colonel Hofman then reported that the Department of Justice (DOJ) has extended the deadline for compliance of the American Disability Act (ADA) Web Content Accessibility Guidelines (WCAG 2.1). He then explained that these guidelines are to ensure digital accessibility for users with disabilities and that the long-standing standards are now being actively enforced and formalized at the federal level. He next discussed the three forms of enforcement and indicated the most likely would be private lawsuits. He reviewed the requirements and exceptions. Colonel Hoffman explained the scope of the challenge in meeting the requirements and then the steps being taken to bring The Citadel's website into compliance. He then showed several examples of current webpages that have been corrected to comply. He then reported that year-to-date, this is the best year The Citadel has had with royalties and sales. Colonel Hoffman closed with an update on campus branding and marketing efforts at Charleston International Airport.

Colonel Love thanked Colonel Hoffman for his report and called on Colonel Crawford for the Legislative Report. Colonel Hoffman departed the meeting at 1:58 p.m.

Colonel Crawford began his report with comments on the success of the CAA BBQ in Columbia and the great turnout by state legislators. He also commented on the legislative attendance at graduation and on the recent Charleston Wine + Food Festival at the stadium. He then reviewed the summary of the FY27 budget requests and the state appropriations. Colonel Crawford discussed the history of both the state recurring and non-recurring appropriations and then illustrated the non-recurring appropriations since 2019. He noted how well the state is supporting The Citadel and how the college is a great return on the state's dollars.

Colonel Crawford then reported on the federal efforts and briefly discussed the efforts to finalize the new contract with Greenberg Traurig, LLP, as our new representation in D.C. He then briefly discussed:

- Senator Graham sponsoring/advocating for NIST funding for new equipment for the new engineering building.
- General Walters and General McKenzie working to transition federal efforts/initiatives in June.
- Continuing to receive funds for the SMC3 cyber initiative and submitted for FY27.
- Funding from the State Department budget for funding the Ukrainian scholarships and the request for additional funding.
- The NDAA to include Active-Duty TACS, pursue Program of Record for Senior Military Cyber Consortium, and funding for the new engineering building.

Colonel Crawford then briefly discussed the discovery of bones during the preliminary work on the East Side Stands project and reported that everything is being done to ensure we are doing the right thing.

Colonel Crawford then presented the BOV meeting dates for next year and indicated the inauguration for General McKenzie would be held 25 September 2026.

Colonel Dominick moved:

MOTION

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

- 20-21 February 2026 meeting
- 2 March 2026 teleconference
- 12-13 March 2026 meeting
- 19-21 March 2026 meeting
- 1 April 2026 teleconference
- 15 April 2026 meeting
- 6 May 2026 teleconference

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

Chair Delleney called for a quick break at 2:08 p.m. to allow the staff to depart. He reconvened the meeting at 2:12 p.m. Colonel Gordon, Commander Lind, Mr. Brandenburg, and Mrs. Hedstrom remained with the members of the BOV.

Commander Lind and Colonel Gordon briefed the BOV on a proposal submitted by Citadel alum Colonel Mark Henderson, whose son Clark Henderson was killed in an ATV accident. Colonel Henderson is requesting to plant a tree on the parade ground with a marker in his son's memory. The marker is really for the Class of 2020, not just Clark, as they were the COVID class without a graduation ceremony, parade, etc. Following discussion, it was decided it would be presented as an action item at the 1 July monthly teleconference.

Colonel Gordon and Commander Lind departed the meeting at 2:36 p.m.

A brief discussion on the issues surrounding the dredging and containment area followed with a consensus of needing to make the decisions necessary to get the project moving forward.

Before Chair Delleney closed the meeting, Major General Jones reminded BOV members that 82 years ago today, our predecessors were preparing for D-Day tomorrow.

Chair Delleney reviewed the schedule for the evening's dinner. There being no further business, Colonel Dominick moved to adjourn. The motion was seconded by Colonel Smith. Members voting in favor of the motion: Delleney, Smith, Love, Goff, McCoy, Pinson, Dominick, Nicholson, Lyon, and Connor.

The meeting adjourned at 2:41 p.m.

Board of Visitors meeting minutes
5 June 2026
Page eleven

Respectfully submitted,

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