

THE CITADEL BOARD OF VISITORS
TELECONFERENCE MINUTES
1 December 2021

The Citadel Board of Visitors (BOV) held a teleconference on 1 December 2021 using Zoom technology in Room 514, Bond Hall, to: receive a campus update from the President; receive a report on Recruiting and Retention from the Provost; consider a motion to approve the renovation of the BOV Room in Jenkins Hall; and discuss other BOV matters.

The following Board members were present: Colonel Dylan W. Goff, Chair (Zoom); Colonel Peter M. McCoy, Sr., Vice Chair (telephone); Colonel Allison Dean Love (Zoom); Colonel L. E. "Gene" Pinson (Zoom); Colonel Stanley L. Myers, (Zoom); Colonel John C. Dominick; Colonel James E. Nicholson, Jr., (telephone); Colonel F. G. "Greg" Delleney, Jr. (Zoom); Colonel Robert E. Lyon, Jr. (Zoom); Colonel William M. (Bill) Connor, V (Zoom); Mrs. Deborah W. Hargrove, designated representative for The Honorable Molly M. Spearman, SC State Superintendent of Education (Zoom); Colonel William E. Jenkinson III, member emeritus (telephone); Dr. Christopher C. Swain, Chairman, The Citadel Foundation (TCF) (telephone); and Lieutenant Colonel Charles E. Bledsoe, President, The Citadel Alumni Association (CAA) (Zoom).

Also in attendance: 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 Charles Cansler, Vice President for Finance and Business (Zoom); Captain Jeffrey D. Lamberson, Vice President for Facilities and Engineering; Mr Michael J. Capaccio, Athletic Director (Zoom); Colonel Thomas G. Philipkosky, Senior Advisor to the President; Mr. Mark C. Brandenburg, General Counsel; Commander William A. Lind, Chief of Staff; Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President; and Lieutenant Colonel John W. Powell, Jr., Secretary to the Board of Visitors.

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 Goff called the meeting to order at 1:00 p.m. He welcomed LTC Bledsoe to his first meeting as the new President of The Citadel Alumni Association, thanked all for attending the meeting, and reminded all of the upcoming holiday events. He reviewed today's agenda and announced that he was tabling the scheduled action item on the BOV Room renovation and has asked the Operations and Risk Management Committee (ORM) to review it first. He also stated that there was an addition to the agenda and that the meeting would start with Mr. Brandenburg with a quick report.

The Citadel Board of Visitors Monthly teleconference minutes

1 December 2021

Page two

Mr. Brandenburg reported all the insurance applications have been submitted and stated that there was a requirement of the application to have all members of the Board and the senior executives to answer two questions. He stated that he has emailed the Board members the questions and to please send him your responses.

General Walters began his campus update with a review of the COVID status on campus. He has been very pleased with The Citadel community's response and actions, reporting only three cases following the Thanksgiving break: 2 cadets (one on campus/one at home) and one faculty member at home. He reported the cadets would depart for winter furlough on 15 December. He commended the Citadel's women's volley ball team for their winning the Southern Conference's Volleyball Championship and being the first women's team to win a conference championship. He was pleased to report TCF was well on its' way toward its' fundraising goals; and that 50% of the pilings for the Capers Hall replacement are now in place. In preparing to give the floor to the provost, he stated that he was proud of the work of the Recruiting/Retention Task Force in their efforts to improve both the recruiting efforts and the retention of cadets and other students and briefly reviewed the number of issues that have and continue to impact enrollment.

BG Selden began her report with a review of enrollment issues, the recruiting and retention challenges that we face, and a number of steps underway to address them. She briefly discussed the enrollment funnel and the need to find more prospects in order to produce more applicants, etc. She reported this not just a Citadel issue but is a national challenge and stated that a number of our in-state competitors were also looking to increase their entering class sizes. Among the steps taken was the creation of the Recruiting and Retention Task Force. She then provided an overview of the task force; the comprehensive membership of the group; the mission of a 360-degree review of all aspects of recruiting and retention; and actions to take to improve all areas. Other steps taken: engaged an outside firm to assist in generating more prospects and applicants; restructure communications, both written and electronic; increase personal engagement with both prospects and their families; expand the CAA, individual alumni clubs', and The Citadel Family Association's (CFA) participation in recruiting efforts. She emphasized the critical need to address the challenges presented by ROTC scholarship issues and the competition of covering room and board costs. BG Selden talked about the equal importance of retaining the enrolled students and steps underway.

A discussion followed covering a number of areas: the impact of the pandemic on student resiliency; the impact of ROTC restructuring; and military service commissioning needs. Other topics discussed: the goal for the size of the entering class; the ability to manage the desired increase; engaging prospective cadets and families during senior executive visits to alumni clubs; the value of including parents of current cadets in recruiting activities; and a number of additional ideas and observations.

The Citadel Board of Visitors Monthly teleconference minutes
1 December 2021
Page three

Chair Goff then restated that he has tabled the action item for today's meeting concerning the renovation of the BOV Room in Jenkins Hall but asked for a review of the proposal. Captain Lamberson then presented slides and a discussion on the recommended proposal to "refresh" the room: paint, new carpet, refinish the table, new chairs, and an upgrade in technology. The Chair reminded all that this room may not remain the BOV room once the new Capers Hall is completed and that a space in Bond Hall currently occupied by the IT Department, is being considered for a new BOV Room. A discussion followed on the status and condition of the current room and the need for upgrades throughout. Colonel Crawford indicated that the room would continue to be a joint use room available to the Commandant's department when needed.

Chair Goff asked if there were any other business to discuss.

Colonel Lyon asked for a status report on his proposal for honorary baccalaureate degrees. General Walters reported that he believes this will be possible and does not think the Faculty Senate or the South Carolina Commission of Higher Education (CHE) will have an issue as long as the honoree is deceased. Chair Goff asked Colonel Delleney and the Strategy, Vision, and Governance Committee (SVG) to now take this for action with the goal of resolving this in time for the May 2022 graduation.

Chair Goff thanked all for attending.

Colonel McCoy moved to adjourn. The motion was seconded and passed unanimously.

There being no further business, the meeting adjourned at 2:10 p.m.,

Respectfully submitted,

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