

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
25-26 FEBRUARY 2022

The Citadel Board of Visitors (BOV) held a meeting on 25-26 February 2022 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; approve minutes and motions presented (action items); conduct an executive session for personnel matters to discuss the President's contract; consider motions as a result of that executive session (action items); and discuss other BOV matters.

The following Board members were present on 25 February: Colonel Dylan W. Goff, Chair; Colonel Peter M. McCoy, Sr., Vice Chair; Colonel Allison Dean Love; Colonel L. E. "Gene" Pinson; Colonel Stanley L. Myers, Sr.; Colonel John C. Dominick; Colonel James E. Nicholson, Jr.; Colonel F. G. "Greg" Delleney, Jr.; Colonel Robert E. Lyon, Jr.; Colonel William M. Connor, V; Colonel Triz V. Smith; Mrs. Deborah W. Hargrove, representative for the Honorable Molly M. Spearman, SC State Superintendent of Education; member emeritus Colonel William E. Jenkinson III; member emeritus Colonel Douglas A. Snyder; Dr. Christopher C. Swain, Chairman, The Citadel Foundation (TCF); Lieutenant Colonel Charles E. "Chuck" Bledsoe, President, The Citadel Alumni Association (CAA); and Lieutenant Colonel William R. Culbreath, Jr., President, The Citadel Brigadier Foundation (TCBF).

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; Captain Jeffrey D. Lamberson, Vice President for Facilities and Engineering; Colonel William R. Leggett, Vice President for Communications and Marketing; Mr. Michael J. Capaccio, Director of Intercollegiate Athletics; Commander William A. Lind, Chief of Staff; Mr. Mark C. Brandenburg, General Counsel; Chaplain Aaron Meadows, Chaplain to the Corps of Cadets and Director of Religious Activities; Mr. M. Dawes Cooke, Jr., Attorney for the BOV; 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: Major General R. Van McCarty, SC State Adjutant General. 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 Goff called the meeting to order at 10:00 a.m. and reviewed the agenda. He introduced a special guest, Mr. Dawes Cooke, and then announced that 179 years ago, on 24 February 1843, the Citadel's Board of Visitors met for the first time. He then welcomed Lieutenant Colonel Bledsoe to his first in-person meeting and introduced Dr. Triz V. Smith as the newest member

to the Board. Chair Goff then administered the oath of office to Dr. Smith and presented him his BOV pin and then his commission as a colonel in the Unorganized Militia of South Carolina (UMSC). Chaplain Meadows gave the invocation and Chair Goff led the group in "The Pledge of Allegiance." Chaplain Meadows departed after the pledge.

Colonel Dominick moved to go into executive session for 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 unanimously by the voting members present: Goff, McCoy, Love, Pinson, Myers, Dominick, Nicholson, Delleney, Lyon, Connor, and Smith.

The members of the BOV, President, Provost, Vice Presidents, Chief of Staff, General Counsel, Attorney for the Board of Visitors, and Secretary to the Board of Visitors were present for the executive session for legal matters. All other personnel left the meeting.

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

Mr. Cooke left the meeting. Mrs. Preethi Saint, Associate Vice President, Financial Services; and Ms. Roselle Bonnoitt, Director, Assurance Services, of the audit firm Cherry Bekaert, joined the meeting; and Mrs. Hedstrom returned following the executive session at 10:45 a.m.

Colonel Love opened the Communications and Community Relations Committee (CCRC) report giving the floor to Colonel Leggett. He discussed the increased traffic to the main website and the efforts taken in improving the "bounce" rate from 80% to 40%. He then discussed the focus on recruiting and reported on the transitioning to a new nimbler website platform with the Admissions and Financial Aid websites already converted and the Veterans Affairs site to follow. He briefly discussed two new initiatives: *CampusReel*, a firm that hosts student based video content; the other a marketing firm, 3 ENROLLMENT, which specializes in data assisted marketing to assist in building student interest and generate applications. He then reviewed media data and other areas such as increase military interest content and the social media campaign highlighting "knob knowledge" targeting prospective cadets.

Colonel Crawford began his legislative affairs update stating he felt General Walters' testimony in front of the state House Ways and Means Higher Education Subcommittee which focused on engineering and cyber was well received. He discussed the request for one-time funding for buildings and an increase in recurring funding. He reported on the successes of our cyber program and how we proposed a value proposition to the state. He stated hosting the Jack Voltaic Cyber Conference provided the opportunity to highlight what our cyber program can do for both state and country. Colonel Crawford then discussed meeting with senior military cyber consortium leaders to discuss program of record

progress; continued funding for two more years; and federal support for Colonel Linda J. Riedel, SCARNG, Deputy Director of Operations and Outreach, Citadel DoD Cyber Institute (CDCI). He closed by reviewing upcoming events: the Citadel BBQ and board meeting to be held in Columbia, SC 5-6 April.

Chair Goff opened the Executive Committee report giving the floor to Ms. Bonnoitt who provided the external audit report by discussing the service deliverables, the required communications, and the financial results. In summarizing, she reported the findings of two passed adjustments and no material weaknesses. Mrs. Saint then reviewed the slides providing the financial metrics for the End-of-Year Financial report for FY21. The 2021 financial audits of The Citadel and The Citadel Trust were filed on time and met all deadlines as set by the State of South Carolina. The NCAA Agreed Upon Procedures (AUP) report was filed with the NCAA on time. The Single Audit will be complete on time in Spring 2022.

Following her brief, Ms. Bonnoitt departed, and Chair Goff then recessed the meeting at 11:15 a.m. to allow time to move to Bond Hall for the ceremony to award Colonel Leonard C. Fulghum, Jr., Chairman Emeritus of the BOV, the Palmetto Medal and then to lunch in Coward Hall.

Chair Goff reconvened the meeting at 1:05 p.m. Following comments on the ceremony and lunch in Coward Hall with cadets, he stated we would shift the order of the remaining agenda.

Lieutenant Colonel Bledsoe then provided the report from the CAA, first reporting on the status of the alumni association's assistance in funding scholarships especially targeting ROTC enhancements. He then discussed additional CAA scholarship programs: the Legacy Scholarships and the Sons and Daughters Scholarships. He next reported the CAA had recovered 50 Citadel rings this year and were able to return a number to the rightful owners.

Lieutenant Colonel Bledsoe then presented two resolutions passed by the CAA Board of Directors at their 29 January 2022 meeting. The first is a request for The Citadel to return to family style dining as soon as practical to reimplement this important part of the Cadet experience. The second is a request for The Citadel to end the Sophomore Shuffle, or Rebalancing Plan, to protect the camaraderie and esprit de corps that comes from remaining in the same company all four years, except to pursue higher rank or due to disciplinary reasons. He noted that the CAA understands these resolutions carry no weight except to show CAA's support for the actions recommended. Following his presentation, Colonel Lyon requested that the resolutions in their entirety be included in the minutes.

CAA RESOLUTIONS

January 29, 2022

CAA Board of Directors Resolution from COL Bob Lyon, '71

“Be it resolved by The Citadel Alumni Association, that The Citadel be encouraged to return to family style dining by the South Carolina Corps of Cadets.”

*January 22, 2022
Motion from Brad Bruggemann, District 1*

“Whereas, The Citadel Alumni Association wishes to continue in its valued missions and purposes as set forth in its bylaws, to represent its more than ten thousand members; And whereas, under Article 1, section 2, paragraph b of the aforementioned bylaws is stated, “to foster, perpetuate, and preserve the history, memories, values and traditions of The Citadel, the Military College of South Carolina, the Corps of Cadets and the Alumni ... ” And whereas, The Citadel Board of Visitors has proceeded to eliminate the longstanding multigenerational tradition of developing cadets in singular company assignments throughout one's tenure at The Citadel, opting to shuffle cadets to companies with different members than those which they knobbed with at the beginning of their sophomore year. In doing so, thus removing the most cherished aspect of The Citadel experience, proven to produce one of the most respected graduates in the nation, instilling pride in cadets resulting in increased esprit de corps and creating countless positive effects. Be it resolved, The Citadel Alumni Association requests that the Board of Visitors rescind the abovementioned policy known formally as “The Citadel Rebalancing Plan” and revert back to singular company assignments while allowing cadets to pursue rank in-company. ”

Dr. Swain presented the TCF report stating that over \$55 million has been raised so far this year from over 8,000 donors. Of these, approximately 57% were alumni indicating a considerable number of non-alumni donors. He reported the operating expenses for the foundation were averaging \$.12 per \$1.00 raised, far below the national average of \$.25. He then reported on the status of the “Our Mighty Citadel” campaign which is still in the quiet stage and that the initial goal may be adjusted due to the early successes. Dr. Swain then discussed the current endowment and the longer range goal of increasing the endowment to \$1 billion and what that would mean for the college.

Dr. Michael S. Keeney, Budget Director, joined the meeting at 1:15 p.m. and Dr. Amanda Mushal, Vice Chair of the Faculty Senate, joined the meeting at 1:25 p.m. Chair Goff welcomed Mr. Jeff Hartsell, Sports Reporter for *The Post & Courier*, to the meeting at 1:25 p.m.

Colonel Myers began the Education and Leadership Development Committee (ELD) report giving the floor to Brigadier General Selden. She initiated her presentation stating she would touch only on the highlights of her report to provide time for questions and discussion. She indicated this next year is our “year of record” in preparation for the coming ten-year reaccreditation evaluation by The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and that all programs are under review to ensure all requirements are being met. The Provost then discussed the Recruiting and Retention Task Force and the aggressive steps underway to impact recruiting of the next entering class. She briefly reviewed admissions data stating the full focus on recruiting is beginning to impact the numbers throughout the admissions funnel.

Colonel Gordon's update included reports on this year's fourth class retention and five-year trend lines for retention, Commandant's Boards, suspensions, dismissals, expulsions, and hazing. He reported that first semester retention suffered, but there was improvement in first to second semester retention. Colonel Gordon stated that too many of the first-year cadets that left during first semester did not fully understand what would be required of them as cadets. To address this, he stated his department is working hard to assist in ensuring the entering new cadets are properly prepared physically and mentally for the challenges of the Fourth-Class System.

Colonel Myers welcomed Mr. Hartsell to the meeting. Mr. Capaccio started the Athletic Report with the announcement that The Citadel met the NCAA goal for the Academic Progress Rate (APR) which allows for an amount of funding from the NCAA. He reported on overall ticket sales, corporate partnerships, and the academic summary for student athletes. He spoke about a new nutritional project, currently donor sponsored, that has been extremely well received. A brief discussion followed on the future of collegiate sports, the impact of the Name, Image, and Likeness (NIL) contracts; and the transfer portal.

Lieutenant Colonel Culbreath departed the meeting at 2:05 p.m.

A general discussion followed. When asked how the Board can assist in the SACSOC review, the Provost stated that members of the Board would be contacted by the evaluation team and should be familiar with the Quality Enhancement Program (QEP) and the standards of governance. Colonel Gordon discussed studies and steps underway to minimize attrition.

Chair Goff called for a 10 minute recess at 2:20 p.m. Mr. Hartsell departed the meeting.

Chair Goff reconvened the meeting at 2:30 p.m. and welcomed Dr. Tom Crawford, Chief Operating Officer, MUSC; Dr. Eugene Hong, Chief Physician Executive, MUSC; Mr. Adam Bacik, System Associate Chief Operating Officer, MUSC Health; and Captain Sarah McCue, U.S. Army Fellow, MUSC, to the meeting. Colonel Charles Cansler, Vice President for Finance and Business, joined the meeting via teleconference.

Colonel Nicholson opened the Operations and Risk Management (ORM) report giving the floor to Colonel Crawford who then introduced the MUSC representatives. Colonel Cansler opened his comments stating the current Infirmary system is not sustainable. He then reviewed the report previously presented to the ORM committee on the benefits of The Citadel partnering with MUSC in the MUSC Infirmary Inter-Institutional Affiliation Agreement. He emphasized the agreement benefited both parties and would be the first step in bringing first class care to the Corps of Cadets with the potential to eventually cover the entire Citadel community. Mr. Bacik reviewed the question "Why MUSC Health?" and discussed the following points: add revenue and maintain costs; reinvestment; and positioned to eventually provide mental and behavioral health. He reemphasized the primary goal is to provide high quality care with the

latest technology and medical professional knowledge to the Corps of Cadets in the most cost effective manner.

A discussion followed in which several concerns or questions were addressed. Colonel Gordon stressed the unique position of the campus surgeon and the impact on many aspects of the entire cadet experience. Health Insurance Portability and Accountability (HIPPA) issues were addressed with the Commandant indicating this was considered and resolved. In response to another question on medical insurance, both Colonel Gordon and Mr. Bacik assured that MUSC Health would manage the insurance coding and reimbursements.

Colonel Dominick moved:

MOTION

“That the Board of Visitors approves the Inter-Institutional Affiliation Agreement between The Citadel and MUSC, which outlines the provision of medical care at The Citadel, as presented on 25 February 2022.”

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

Colonel Cansler and the MUSC Health representatives departed and Mr. Jeremy Cook, Shareholder from the law firm Haynsworth Sinkler Boyd, PA. joined the meeting via teleconference at 2:50 p.m.

Mrs. Saint presented the request and need for The Citadel Bond Reimbursement Resolution as provided to the ORM committee stating this would provide The Citadel the ability to repay itself for expenditures related to the project prior to the bond’s approval beyond the 60 day limit. Mr. Cook stated the resolution provides more flexibility in paying backward from the bond funds.

Colonel Dominick moved:

MOTION

“That the Board of Visitors approves the Bond Reimbursement Resolution as presented on 25 February 2022.”

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

Mr. Cook departed the meeting at 3:00 p.m.

Mrs. Saint presented a review of the Scholarship Book and its purpose as presented to the ORM committee. She reported the scholarship spend recommendation is based on the average year-end market value for most recent 5 years using the designated spend rate of 4.6%. She provided the actual spend amounts for the last three years and the recommended amounts for the current year and for 2023.

Colonel Dominick moved:

MOTION

"That the Board of Visitors approves the recommended Trust scholarships budget for FY23 as presented on 25 February 2022."

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

Dr. Keeney presented the Year to Date Budget to Actuals report reviewing the slides illustrating the operating projections through 30 June 2022 and FY22 other restricted funds projections. He then discussed the E&G financials with a brief review of the E&G summary through 31 December 2021 and projection year end FY22. He also reviewed the auxiliaries' summary and athletic budget and projections. He stated the efficiency studies have already had an impact on optimizing operations and in reducing spending.

Colonel Delleney opened the Strategy, Vision, and Governance (SVG) committee report giving the floor to Brigadier General Selden for the 2022 refresh report on Our Mighty Citadel 2026. She addressed strategic initiatives within the report highlighting several new actions, actions in progress, and those completed. Among those discussed: modifying and restructuring the Leadership Training Program through improved coordination with the Krause Center for Leadership and Ethics; develop a college wide understanding of principled leadership and its application at The Citadel; establish the Center for Artificial Intelligence, Algorithmic Integrity, and Autonomy Innovation (AI3); and conduct a feasibility study for a pre-Ministry program.

A brief discussion followed. Colonel Gordon commented on the elimination of the Assistant Commandant for Leadership position and the close coordination with the Krause Center for Leadership and Ethics. Responding to a question concerning ROTC classes for non-contract cadets, the Provost reviewed the ROTC Class Fulfillment program for junior and senior cadets not pursuing military contracts. She stated the program was requested by the ROTC departments to allow them to focus their efforts on those cadets truly seeking military commissions.

Ms. Lauri Lechner, Director of Compliance Services (TCF), joined the meeting via teleconference and presented the request for special naming and recognition opportunities for the Summerall Chapel stained glass windows. This will provide the opportunity to recognize donor

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contributions for the restoration of the stain glass windows. Both The Citadel Naming Opportunities Committee and General Walters have endorsed this request.

Colonel Dominick moved:

MOTION

"That the Board of Visitors approves the naming opportunities and donor recognition of the Summerall Chapel stained glass windows project, as presented on 25 February 2022."

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

Colonel Lyon moved:

MOTION

"That the Board of Visitors supports the naming of Memorandum Number 3-007, Nomination and Award of Posthumous Undergraduate Degrees policy in honor of Lieutenant Colonel George Bray McMillan '38, USAAF, as presented on 25 February 2022."

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

Colonel Dominick moved:

MOTION

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

- 29-30 October 2021
- 1 December 2021
- 31 January 2022

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

Chair Goff called for a 10 minute recess at 3:45 p.m. and stated that when we returned, we would be going into executive session.

Chair Goff reconvened the meeting a 3:55 p.m.

Colonel McCoy moved to go into executive session for personnel matters to discuss the President's salary. The motion was seconded by Colonel Love and approved unanimously by

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the voting members present: Goff, McCoy, Love, Pinson, Myers, Dominick, Nicholson, Delleney, Lyon, Connor, and Smith.

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

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

Colonel Love moved:

MOTION

"That the Board of Visitors authorizes the Chair to execute the personnel actions as discussed in Executive Session on 25 February 2022."

The motion was seconded by Colonel Myers. In the discussion that followed it became necessary to return to executive session. Colonel Love agreed to table her motion. Colonel McCoy moved to return to executive session to continue discussion of personnel matters. The motion was seconded by Colonel Love and approved unanimously by the voting members present: Goff, McCoy, Love, Pinson, Myers, Dominick, Nicholson, Delleney, Lyon, Connor, and Smith.

Dr. Swain left the meeting at 4:40 p.m.

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

Colonel Love restated her motion:

MOTION

"That the Board of Visitors authorizes the Chair to execute the personnel actions as discussed in Executive Session on 25 February 2022."

The motion was seconded by Colonel Myers. Members voting in favor of the motion: Goff, McCoy, Love, Myers, Dominick, Nicholson, Delleney, Connor, and Smith. Members voting against the motion: Lyon. Members abstaining: Pinson. The motion passed.

The meeting was recessed at 4:55 p.m. until the following morning.

The following Board members were present on Saturday, 26 February in the Board of Visitors Room, Jenkins Hall: : Colonel Dylan W. Goff, Chair; Colonel Peter M. McCoy,

Sr., Vice Chair; Colonel Allison Dean Love; Colonel L. E. "Gene" Pinson; Colonel Stanley L. Myers, Sr.; Colonel John C. Dominick; Colonel James E. Nicholson, Jr.; Colonel F. G. "Greg" Dellene, Jr.; Colonel Robert E. Lyon, Jr.; Colonel William M. Connor, V; Colonel Triz V. Smith; Mrs. Deborah W. Hargrove, representative for the Honorable Molly M. Spearman, SC State Superintendent of Education; member emeritus Colonel William E. Jenkinson III; member emeritus Colonel Douglas A. Snyder; and Lieutenant Colonel William R. Culbreath, Jr., President, The Citadel Brigadier Foundation (TCBF).

Also, in attendance were: General Glenn M. Walters, President; 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.

Chair Goff reconvened the meeting at 8:55 a.m., welcoming all back. Following a brief discussion of the previous night's dinner at the Armory of the Washington Light Infantry, Chair Goff made a few announcements noting the upcoming meetings and then reviewed upcoming events. He reminded all of the funeral of former BOV member Mr. Buck Limehouse at noon today and that Board members had reserved seats in Summerall Chapel.

Chair Goff addressed the need to refresh the BOV room in Jenkins Hall stating his idea is more of a restore action than total renovation. A brief discussion followed on what needed to be accomplished. Further conversation discussed the intended future move of the BOV room from Jenkins Hall to Bond Hall once construction of the Capers Hall replacement is completed and Institutional Technology (IT) is relocated. Colonel Lyon recommended the portraits of the BOV chairs be relocated from the library to Bond Hall once this move has been made.

General Walters opened his report with the COVID-19 status on campus stating there have been zero cases on campus for over two weeks. Noting the decreasing numbers, he lifted all requirements for wearing masks on campus. He briefly discussed the water damage in the executive wing of Bond Hall and the repairs underway. He reported ongoing negotiations with the state of Iowa to keep the flag "Big Red," requesting a

four-year extension to the current agreement with the goal of an eventual permanent loan. General Walters discussed the significance of hosting the Jack Voltaic Cyber Conference; the governor's attendance; and its impact on The Citadel's cyber program. He discussed the current successes of our program and the opportunities for the future. He talked about the importance of a "cyber range" in cyberwarfare training and cybertechnology development and the intent of having this capability at The Citadel. He stated it would benefit not only The Citadel but the local industries, port facilities, and other businesses

He then spoke on several additional campus topics to include:

- Recruiting and retention

- The efficiency studies
- The current quiet status of the TCF campaign and the request for a line of credit
- The challenges of the increasing cost of doing business
- Additional parking and the potential locations for a parking garage
- An update on work on the chapel: new roof and work on the stained glass windows

A discussion followed covering a range of areas:

- General Walters assured members of the Board that the opinions of the alumni were valued and considered but not always actionable.
- Chair Goff stated that he has requested the administration to provide options for review to return to company formations and family dining for the evening meal.
- The President stated adjustments have already been made to the Rebalancing Plan to provide options to legacy cadets and that further review of the program will continue. In response to concerns of the condition and cohesion of the Corps of Cadets, General Walters stated today's cadets have more challenges on their time than ever before but still outperform their predecessors in academics and physical training. He pointed to the many successes current cadets and recent graduates have achieved as further indicators of success.
- When asked for what he saw as the future for the Corps of Cadets over the next four to five years, General Walters indicated the strategic plan and highlighted the following points:
 - continue the mission of educating principled leaders
 - must continue to seek improvement
 - continue to teach cadets how to succeed
 - that our structure and discipline make the difference
- Condition of The Regimental Band and Pipes

Colonels Myers, Love, and Delleney departed the meeting at 10:10 a.m.

Lieutenant Colonel Culbreath opened his report from TCBF highlighting several statistics and points concerning cadet athletes. Among these:

- 75% of the athletes are in science, technology, engineering, or mathematics (STEM) majors
- 70% are South Carolina residents
- Athletes' average GPA: 3.3
- 120 athletes earned Gold Stars
- Volleyball team conference champions
- Best season for Soccer Team

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He reported on the successes in fundraising and the close coordination with TCF. He discussed the TCBF's Victory Fund which is supporting facility improvements and academic support activities. He announced the TCBF Auction will be 9 April 2022.

Colonel Jenkinson opened his report on the Daniel Fund with a question on holding the Daniel Fund luncheon this year. He stated the luncheon is usually held in conjunction with a BOV meeting in April but there is not a meeting scheduled this year in April. A conversation followed with the consensus that the luncheon is an important function and should be held despite not having a scheduled meeting. Several dates were suggested with further information to follow.

A general conversation followed covering several topics to include: the uniqueness of The Citadel experience; that which makes The Citadel such a niche institution is part of the recruiting messaging; and concerns of the visual image of graduate student athletes.

There being no further business, Colonel McCoy moved to adjourn. The motion was seconded by Colonel Goff and approved unanimously by the voting members present: Goff, McCoy, Pinson, Dominick, Nicholson, Lyon, Connor, and Smith.

Chair Goff adjourned the meeting at 11:25 a.m.

Respectfully submitted,

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