

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
6 APRIL 2022

The Citadel Board of Visitors (BOV) held a meeting on 6 April 2022 at The Palmetto Club in Columbia, SC to: receive an update on the Recruiting and Retention Task Force; conduct a strategic discussion on enrollment in U.S. Colleges and Universities; conduct an executive session for personnel matters to consider requests for diploma presentation exceptions; approve minutes and motions presented (action items) and discuss other BOV matters.

The following Board members were present on 6 April: 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 Robert E. Lyon, Jr.; Colonel William M. (Bill) Connor, V; Colonel Triz V. Smith; Major General R. Van McCarty, SC State Adjutant General; Mrs. Deborah W. Hargrove, representative for the Honorable Molly M. Spearman, SC State Superintendent of Education; and Lieutenant Colonel Charles E. "Chuck" Bledsoe, President, The Citadel Alumni Association (CAA).

Also in attendance were: General Glenn M. Walters, President; Brigadier General Sally C. Selden, Provost and Dean of the College; and Lieutenant Colonel John W. Powell, Jr., Secretary to the Board of Visitors.

Voting members absent: Colonel F. G. "Greg" Delleney, Jr. 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 9:00 a.m. and thanked Colonel Love for hosting the breakfast and the day's meeting venue. Chair Goff lead the Pledge of Allegiance and Colonel Pinson gave the invocation. Chair Goff then reviewed the agenda and upcoming events. Following comments on the previous night's Legislative BBQ event, he announced a change in the order of the agenda items stating the discussion on the enrollment in colleges and universities would be first.

Chair Goff initiated the discussion stating he hoped all members had the opportunity to read the AXIOS article "*U.S. Universities Face an Existential Challenge.*" A wide-ranging discussion followed. Among the topics discussed:

- National trends in dropping enrollment
- Cultural issues affecting campuses
- Generational issues and concerns
- Impact of the COVID virus
- Decreasing governmental support for higher education
- Decreasing national ROTC scholarships

The Citadel Board of Visitors meeting minutes
6 April 2022
Page two

In response to a question from Chair Goff, General Walters indicated The Citadel brand is strong and believes the college to be better positioned than many facing the current situation. He further indicated the challenge of controlling the cost of attending The Citadel especially in the current environment of increasing inflation. Major General McCarty addressed concerns with national challenges in meeting military force structures due to the current generational trends and its impact on The Citadel's ability to educate and provide future officers for the U.S. military services.

Major General McCarty left the meeting at 9:30 a.m.

Additional topics discussed:

- State funding for higher education
- Controlling expenses
- Increasing opportunities for revenue generation
- Increasing scholarships and financial aid

Colonel Myers left the meeting at 10:00 a.m.

- Students taking "gap" years in their education
- Campus impressions
- Improving campus facilities

Brigadier General Selden initiated her update on the Recruiting and Retention Task Force with a brief review of the makeup of the group, emphasizing that membership includes representation from across the campus. She then reviewed the steps of the admissions funnel stating the need for applications and then working them down through the funnel. A brief discussion followed on steps taken and underway to accomplish this, to include hiring an outside firm to assist in marketing and gathering applications. The Provost discussed several programs and events designed to encourage campus visits and the statistical impact of these visits on enrollment. Additional discussion included: alumni club receptions; the importance of current cadet parents' endorsements; campus ROTC units assistance in recruiting and gaining scholarships; and the importance of communications with parents of potential new cadets. Further discussion included the restructuring of the summer Citadel Success Institute (CSI) and a mandatory summer orientation for new cadets. In response to a question, the Provost indicated she was optimistic on meeting the enrollment goals for the entering class.

Additional comments discussed the current population cap for the Corps of Cadets and possibilities for increasing available space. The rebuilding of Stevens Barracks and associated risks were discussed. It was stated that the current financial model cannot be supported with the reduced enrollment that only four barracks would bring. Brigadier General Selden then discussed The Citadel Graduate College (CGC) stating she would soon initiate a task force to assist in this area. She discussed potential other programs to assist current cadets and students in gaining admissions to medical, dental, and law schools.

The Citadel Board of Visitors meeting minutes
6 April 2022
Page three

Chair Goff opened the general discussion period with the news that the Provost has just signed a contract extension through 2026. An open discussion followed.

The value of family style dining for the Corps of Cadets in building “esprit de corps” was discussed. Additional activities, not formally routine, that now assist in building esprit were highlighted. General Walters indicated current facilities cannot support family dining as it once did. Chair Goff reported that the Commandant is studying the issue, seeking options to return to some form of family dining for one meal a day. His report should be available for the Board offsite in August. The concept of the citizen soldier and its application to The Citadel was discussed. General Walters announced two full scholarships would be awarded to Ukrainian students and discussion was underway with the applicable embassies to find the appropriate students. He indicated interest in a potential source of future cadets similar to what we have with other countries.

Chair Goff called for a five-minute recess at 11:35 a.m. General Walters and Brigadier General Selden departed, and Major General McCarty returned to the meeting.

Chair Goff resumed the meeting at 11:40 a.m.

Colonel McCoy moved to go into executive session for personnel matters to consider requests for diploma presentation exceptions. The motion was seconded by Colonel Pinson and approved unanimously by the voting members present: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Lyon, Connor, Smith, and McCarty.

The members of the BOV and the Secretary to the Board of Visitors were present for the executive session for personnel matters.

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

Colonel McCoy moved:

MOTION

“That the Board of Visitors approves the diploma presentation exception request of Cadet B for the 2022 SCCC Commencement”

There was no second therefore the motion failed.

Colonel McCoy moved:

The Citadel Board of Visitors meeting minutes
6 April 2022
Page four

MOTION

“That the Board of Visitors approves the diploma presentation exception requests of the following students for the 2022 CGC Commencement:”

- Student B
- Student C
- Student D
- Student E

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

Colonel McCoy moved:

MOTION

“That the Board of Visitors approves the diploma presentation exception request of the Student A for the 2022 CGC Commencement:”

There was no second therefore the motion failed.

Colonel McCoy moved:

MOTION

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

- 25-26 February 2022

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

Chair Goff reviewed the proposed meeting dates for 2022-2023 and asked for and received consensus on continuing with the Board meeting in Columbia following the annual Legislative BBQ.

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

Chair Goff adjourned the meeting at 11:50 a.m.

Respectfully submitted,

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