

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
23-24 FEBRUARY 2024

The Citadel Board of Visitors (BOV) held a meeting on 23 February 2024 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; conduct an executive session for personnel matters to discuss posthumous undergraduate degree; consider a motion as a result of that executive session (action item); receive reports from Board committees; conduct an executive session for personnel matters to discuss Daniel Fund Scholarship; consider a motion as a result of that executive session (action item); approve minutes and motions presented (action items); and discuss other BOV matters.

The following Board members were present on 23 February: Colonel F. G. "Greg" Delleney, Jr., Chair; Colonel Peter M. McCoy, Sr., Vice Chair; Colonel Allison Dean Love; 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; Colonel Triz V. Smith; Colonel William E. Jenkinson III; member emeritus; Colonel Douglas A. Snyder, member emeritus; Mr. Norman A. Poole, Jr., President, The Citadel Alumni Association (CAA); Mr. J. Richard "Ricky" Sanders, Jr. President, The Citadel Brigadier Foundation (TCBF); and Lieutenant Colonel John W. Powell, Jr., Secretary to the Board of Visitors.

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; Colonel Preethi Saint, 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. Michael J. Capaccio, Director of Intercollegiate Athletics; Dr. John P. "Jay" Dowd III, President and Chief Executive Officer, The Citadel Foundation (TCF); Commander William A. Lind, Chief of Staff; Mr. Mark C. Brandenburg, General Counsel; Lieutenant Colonel, Aaron Meadows, Chaplain and Director of Religious Activities; Ms. Valerie Mercado, Title IX Coordinator/Compliance; and Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President.

Voting members absent: Colonel Dylan W. Goff (military duty). 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 Delleney called the meeting to order at 8:30 a.m. Chaplain Meadows gave the invocation and Colonel Connor led the group in reciting "The Pledge of Allegiance." He announced that 181 years ago, on 24 February 1843, the Citadel's Board of Visitors met for the first time. He announced there would be special guests joining the meeting throughout the day: Dr. Amanda Mushal, Chair of the Faculty Senate; Ms. Roselle Bonnoitt from Cherry Bekaert; and Mr. Austin Miller from Frazier & Deeter. He reported that Colonel Goff, Major General R. Van McCarty, Mrs. Deborah W. Hargrove, representative for the Honorable Ellen E. Weaver, SC State

Superintendent of Education; Chairman Emeritus Colonel Leonard C. Fulgham, Jr.; and Dr. Christopher Swain, Chair, TCF would not be able to attend. He briefly reviewed the day's agenda noting that there were several action items that would be voted as presented; that Mr. Bart Daniel, Class of 1977, would be the speaker at the Daniel Fund luncheon; and that the Board dinner would be at the Carolina Yacht Club. He thanked Mr. Brandenburg for hosting the dinner and announced special dinner guests Archbishop Laurent Mbanda and his wife Chantal. He reviewed upcoming birthdays, meetings, and March events. He reminded board members of the 30 March deadline for filing their ethics report.

Chaplain Meadows departed the meeting at 8.55 a.m.

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

The members of the BOV, General Counsel, Vice Presidents, Title IX Coordinator, and Secretary to the Board of Visitors were present for the executive session for legal matters. Mrs. Hedstrom departed.

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

Ms. Mercado departed and Captain Taylor Skardon, Office of Parents and Family Programs, joined the meeting at 9:56 a.m.

General Walters began his report with a review of the current size of the Corps of Cadets by class, the number of rooms in the barracks, and the goal of adding 200 more cadets. He then provided an overview of the status of recruiting the entering class of 2028 reporting increases in all areas over last year. He reported on the campus housing and pending increases in available units. He congratulated Brigadier General Selden on receiving the 2024 Mary Piper Award which is given annually to recognize a woman with a record of advancing women in higher education and supporting the education of women in South Carolina. He then reviewed upcoming events: visit of Archbishop Laurent Mbanda and his wife; Senate briefing on 27 February; Duty Day on 29 March; The Citadel Congressional reception on 10 April; and Commencement on 4 May. In the discussion that followed, Colonel Nicholson challenged members of the board to participate in Duty Day to show support for the faculty/staff campus cleanup day. The General then briefly discussed: federal funding initiatives; anticipated letter of agreement with The Uniformed Services University of the Health Sciences (USU); and the pending proviso with the state concerning The Citadel helping to coordinate the cyber efforts within the state.

Colonel McCoy moved to go into executive session for personnel matters to discuss the awarding of a posthumous undergraduate degree and Daniel Fund Scholarship. The motion

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

The members of the BOV, General Counsel, Vice Presidents, Secretary to the Board of Visitors, and Executive Assistant to the Board and Senior Vice President were present for the executive session for personnel matters. Captain Skardon departed.

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

Dr. Karin Roof, Director of Strategic Planning, Accreditation, and Assessment; Mr. Jeremy S. Mackey, Director of Auxiliary Services; and Mr. Geoffrey N. Von Dollen, Deputy Athletic Director for Finance and Operations, joined the meeting at 10:30 a.m.

Colonel Lyon moved:

MOTION

"That the Board of Visitors authorizes the awarding of a Posthumous Undergraduate Degree to the candidate as discussed in executive session at the 23 February 2024 meeting."

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

Colonel Jenkinson moved:

MOTION

"That the Board of Visitors approves the recommendation of additional scholarship dollars to be distributed equally amongst the current active participants as presented on 23 February 2024."

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

Colonel Dominick, Vice Chair of the Strategy, Vision, and Governance (SVG) Committee, called on Commander Lind to discuss the Johnson Hagood Stadium panel installation. Commander Lind began his brief by providing an overview of the panel's history and provenance. He highlighted the relationship to The Citadel and the SC National Guard mission. He then discussed the location for mounting the panel and how it was to be executed.

Colonel Dominick moved:

MOTION

"That the Board of Visitors approves the installation of a stone relief panel on the blank wall at Johnson Hagood Stadium entry as presented on 23 February 2024."

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

Dr. Dowd briefed the proposal submitted by Mr. and Mrs. Peter L. Lacy, '92, to name the Student Success Center after Ms. Angela W. Williams. He confirmed the request met the naming opportunity requirements and briefly discussed Ms. Williams, a longtime instructor and former founder/director of The Citadel Writing and Learning Center.

Colonel Nicholson moved:

MOTION

"That the Board of Visitors approves the naming opportunity request that the Student Success Center be named The Angela W. Williams Student Success Center as presented on 23 February 2024."

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

Brigadier General Selden provided the veterans' initiative update with a brief review of the Veteran Student Success Center successes. Among those discussed: additional staffing; developing and hosting bi-monthly meetings of the veteran support team; and developing an orientation and transition programing for veterans returning to or first entering an academic setting. She then reviewed the 2024 initiatives of the center: hosting a second mental health first aid training event on campus; launch a fundraising campaign with TCF to raise scholarship funds for veterans and active-duty students; and increase participation in the Veteran Mentorship Program.

Captain Skardon presented the Parents Program update discussing the three areas of engagement:

- Recruitment - parents' portal, CFA Facebook, Parent to Parent calling program.
- Retention - arming parents with correct information, reinforces college's priorities and programs.
- Philanthropy - Good experiences/relationships encourages giving, emphasizes lifelong giving to cadets as they graduate.

Captain Skardon departed and Dr. Mushal joined the meeting at 10:50 a.m.

Dr. Roof opened the Our Mighty Citadel 2026 refresh stating this is the third and final refresh.

The Provost then reviewed the new objectives and new actions added to the plan. Among the new initiatives discussed: Objective 1.4 - Establish the Krause School of Leadership and Ethics and Objective 5.4 - Pursue potential applications, benefits, challenges, and ethical implications of generative AI at The Citadel. Among the new actions discussed: Objective 1.1 -Design, fund, and construct Leadership Reaction Course (LRC); Objective 1.2 - Develop high impact practices as part of The Citadel in East Africa (Kenya/Rwanda); Objective 2.1 - Implement new (2+2)

cyber operations and Computer Science degree programs with Trident Tech, add three new concentrations in BS Computer Science; and Objective 2.3 – Develop pre-professional pathways for law, finance, health/medicine, chaplains, and other areas.

Colonel Love moved:

MOTION

“That the Board of Visitors approves the changes to the Our Mighty Citadel 2024 strategic plan as presented on 23 February 2024.”

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

Colonel Nicholson, Chair of the Operations and Risk Management (ORM) Committee, called on Mr. Mackey for the Auxiliaries budget brief. Mr. Mackey first reviewed the slides covering the profit-sharing enterprises, the five-year forecast, the annual institutional support, and the fee-based reserves balances. For the summary of next steps: target improvement opportunities across Auxiliary Enterprises; and capital projects around Coward Hall and actively reinvesting in Auxiliary Services business units with the goal of reducing deferred maintenance needs.

Mr. Mackey departed the meeting at 11:20 a.m.

Mr. Von Dollen initiated the Athletic Department report first with a summary and then reviewed the athletic budget projections for FY25-FY29. He next discussed the projected revenues and the increased expenses in labor, operations, and scholarships. Among the FY24 athletic budget assumptions discussed, he noted:

- Student athletic fees from tuition projected to be below budgeted projections.
- Gate revenue received in Treasurer’s Office; transfer of funds being processed.
- NCAA and SoCon distributions are received near year-end.
- Scholarship support is on target.
- Labor is on target (two lower positions frozen).

Mr. Von Dollen departed the meeting at 11:40 a.m.

Mrs. Saint presented the review of the Scholarship Book and its purpose. She reported the scholarship spend recommendation is based on the average year-end market value for the most recent 5 years using the designated spend rate of 4.2% noting that this is a reduction from the FY24 spend rate of 4.4%. She provided the actual spend amounts for the last three years and the recommended amounts for the current year and for 2025. She reported the Trust Directors will be reviewing FY25 recommended spend plan at the February Trust Board meeting.

Colonel Dominick moved:

MOTION

“That the Operations and Risk Management Committee approves the recommended Trust scholarships budget for FY25 as presented on 23 February 2024.”

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

Chair Delleney recessed the meeting for lunch at 11:45 a.m. to reconvene at 1:15 p.m. Dr. Roof departed the meeting.

Chair Delleney reconvened the meeting at 1:15 p.m. Ms. Abigail Hatch, Associate Vice President for Financial Services; Mr. Austin Miller, Advisory Director, Frazier & Deeter; and Ms. Roselle Bonnoitt, Director, Cherry Bekaert LLP joined the meeting.

Colonel Saint began the Budget to Actuals Report by reviewing the FY24 summary. She indicated these are mid-year projections and noted the areas showing a deficit. She discussed the E&G summary through 31 December 2023 and reviewed the projected E&G revenue, labor and operating expenses, and net transfers. Colonel Saint presented the report on the Auxiliary Services reviewing the slides covering the auxiliary summary through 31 December 2023 and then the auxiliaries' year end FY24 projections. She closed with a report on the barracks operating through 31 December 2023 and of the barrack funds balance.

Mr. Brandenburg provided the report on outside insurance issues briefly discussing policy renewals and other insurance matters. He briefly discussed the areas of insurance coverage: educators' legal liability; cyber insurance; kidnap, extortion, and illegal detention; and crime loss. He illustrated the increasing cost of insurance. Of note was the total cost of insurance has doubled in the past seven years.

Colonel Saint reviewed the financial metrics for the End-of-Year Financial report for FY23. She reported the 2023 financial audits of The Citadel were submitted on time and met all deadlines as set by the State of South Carolina. The Single Audit was also submitted on time. The NCAA Agreed Upon Procedures (AUP) report was filed with the NCAA on time. She then briefly discussed the Composite Financial Index (CFI) Analysis reviewing the components of the CFI, Moody's rating comparisons, balance sheet ratios, capital ratios, market ratios contribution ratios, and additional ratios.

Ms. Bonnoitt provided the Cherry Bekaert report covering the required board communications and financial highlights. She reported that Cherry Bekaert delivered unqualified audit opinion, noted no deficiencies that are believed to be material weaknesses, and identified no internal control deficiencies. In her presentation she reviewed: client services, summary of services, results of the audit, internal controls, corrected and uncorrected misstatements, and required communications.

Mr. Miller began his presentation with a brief introduction of Frazier & Deeter accounting and advisory firm, the services they are providing, and the process used in conducting The Citadel's internal audit functions. He provided an update on the current projects request list indicating

all audits are to be completed by early March. These include Capers Hall construction, athletics, financial aid, veteran affairs, and the Swain Family School of Science and Mathematics. He then reviewed the summary of activities and activities performed for the internal audit. He then discussed the summary of the procurement internal audit, reviewing the activities performed and the recommendations.

Ms. Bonnoitt, Mr. Miller, and Ms. Hatch left the meeting at 1:40 p.m.

Chair Delleney called on Colonel Love for the Communications and Community Relations (CCR) Committee report. She gave the floor to Colonel Hoffman who then briefly discussed "The Citadel Effect" and indicated the figures would be updated at the end of the semester. He then reviewed the public relations and earned media highlighting: The Citadel celebrates 25 years of female cadet graduates; 2024 Summer medical camp in Kenya; and Bill and Gay Krause donation to leadership education. He next discussed "The Citadel Today" online publication citing the total monthly readers and top performing in-house content. He reviewed the different advertisements being used to target different markets. Colonel Hoffman reviewed the licensing royalties and noted the increases in revenue. He then discussed photography and videography noting The Citadel photographer now lives on campus which provides flexibility in after-hours coverage. He discussed the improved service for Photo Shelter and how it uses AI to identify people in photographs. He closed his report reviewing strategic initiatives: Corps of Cadets focused webpage; Women in The Citadel; and 25 years of female cadet graduates.

Colonel Crawford began his legislative affairs brief with a review of state activities. Among those discussed: the State House Ways and Means Higher Education Subcommittee brief held 30 January 2024; Senate Finance Committee Higher Education Subcommittee testimony tentatively scheduled 27 February 2024; request by Representative Cobb-Hunter to develop a proviso designating The Citadel the cyber coordination element within the state; and announced the Citadel Legislative BBQ in Columbia will be 23 April followed by BOV meeting 24 April. He then discussed the federal level activities: the President's and Provost's trip to Washington D.C. to meet with SC delegation to further federal initiatives; announced tentative date for DC reception is 10 April; Representative Mace to be commencement speaker; Senator Manchin's visit to campus and meeting with cadets; and the continued federal funding of our cyber program in conjunction with the other Senior Military Colleges (SMCs).

Colonel Smith initiated the Education, Leadership Development Committee (ELD) report calling on Colonel Gordon for the Commandant's update. Colonel Gordon began the end of first semester update commenting on how well The Citadel did at the recent conference of the Association of Military Colleges and Schools (AMCSUS). He then discussed the 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 first semester fourth class retention at 83.7%, which is slightly behind last year's record retention. He indicated a larger than normal dropout rate immediately following matriculation. He reported that all continue to work hard on retention. He discussed the decreases in Suitability and Commandant's Boards, and the results of the boards. He briefly reviewed the hazing incidents, arrests, and alcohol related incidents, noting the decreases in all.

Brigadier General Selden began the Provost report announcing the recent signing of a new department head for mathematics. She then briefly discussed faculty searches and how the increased availability of campus housing assists in attracting prospective faculty members. In discussing Information Technology (IT) issues, she reported the move from Cognos to Argos in which certain data users will have direct data access. This should reduce the need for computer labs, freeing up classroom space, and allow users to utilize different platforms. She reported that student email accounts will migrate this summer from Gmail to join faculty/staff emails on Office 365 and the CRM transition to Slate. She discussed steps to assist students seeking medical school admissions with the formation of study groups to prepare for the Medical College Admissions Test (MCAT) and the acceptance of three students to dental school this year. Her report closed with a discussion of the need to increase students in the education degree programs and the crucial need of educators in the state.

Colonel Hoffman departed the meeting at 2:30 p.m.

Mr. Capaccio began the Athletic Director's update with a review of the fall 2023 sports team highlights and the individual standouts in each sport. Among those noted: Steele Judy named football first team All-SoCon long snapper and selected to compete in East-West Shrine Bowl; and Adrienne Trerotola named to the All-SoCon Freshman soccer team. He discussed the most successful volleyball season with record 27 wins (23 consecutive wins); the volleyball 2023 Southern Conference Regular Season Championship; Ali Ruffin selected 2023 SoCon Player of the Year and Belle Hogan the SoCon Setter of the Year; and volleyball head coach Dave Zelenock selected as Southern Conference Coach of the Year. He then reviewed the academic statistics for the fall semester, discussing the number of athletes on Dean's List, earning Gold Stars and the student athletes with a 4.0 GPA and a view of GPA by individual sport. He reported the overall GPA average for athletes as 3.303 as compared to the Corps of Cadets average of 3.14.

Colonel Jenkinson departed at 2:30 p.m.

Brigadier General Selden presented an overview of the advisory boards in academic affairs by briefly reviewing the existing advisory boards within the three levels: school advisory boards to the dean; department advisory boards; and unit/center advisory boards. She discussed why schools and units have advisory boards. Among the reasons cited: some accrediting agencies require them; they provide guidance and advice about industry trends and changes; provide support for academic programs; and provide connections to external community and industries. She reviewed the administrative details of the boards for the different schools, noting that the boards are advisory in nature and do not have decision-making authority.

The Provost opened the update on The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and the Quality Enhancement Plan (QEP) with a high-level review. She discussed the value of the January advisory visit which provided valuable

feedback and allowed time for adjustments. She reported the offsite committee has been reviewing our data and the on-site visit is next week, 4-7 March 2024.

Dr. Roof rejoined the meeting and Colonel Snyder departed at 2:50 p.m.

Dr. Selden reviewed: the individuals that are on the on-site team; the five standards requiring on-site review; the process for the on-site team, and the schedule of the visit. She then explained the process that follows the on-site visit and that the final review will be in December 2024. During her update, she announced she has been elected to the SACSCOC Board of Trustees.

Dr. Dowd departed the meeting at 3:05 p.m.

Dr. Roof initiated the QEP update with a brief review of the mission and vision of the QEP. She discussed the development timeline; the process of topic selection; and how the selected topic "Advising Tomorrow's Principled Leaders" aligns with standard 7.2 of the SACSCOC Resource Manual for the Principles of Accreditation. She reviewed the scope of the QEP noting the initial focus on second year cadets. She discussed the advising hub and the campus-wide partnership in supporting students. Dr. Roof reviewed the initiatives developed to help ensure QEP sustainability and assessment of outcomes for the program, cadet/student learning, and professional development.

Colonel McCoy moved:

MOTION

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

- *10 November 2023 meeting*
- *6 December 2023 teleconference*
- *1 February 2024 teleconference*

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

Chair Delleney reviewed the evening's dinner plans and asked for a motion to recess until tomorrow morning at 9:00 a.m. Colonel Pinson moved to recess. The motion was seconded by Colonel Lyon and approved by the voting members present: Delleney, McCoy, Love, Pinson, Dominick, Nicholson, Lyon, Connor, and Smith. The motion passed. Chair Delleney recessed the meeting at 3:40 p.m.

The Citadel Board of Visitors reconvened the meeting on Saturday, 24 February 2024, at 9:00 a.m. in the Board Room, Jenkins Hall.

The following Board members were present on 24 February: Colonel F. G. "Greg" Delleney, Jr., Chair; Colonel Peter M. McCoy, Sr., Vice Chair; Colonel Allison Dean Love; Colonel L. E. "Gene" Pinson; Colonel John C. Dominick; Colonel James E. Nicholson, Jr.; Colonel Robert E.

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Lyon, Jr.; Colonel William M. Connor, V; Colonel Triz V. Smith; Mr. J. Richard "Ricky" Sanders, Jr. President, TCBF; and Lieutenant Colonel John W. Powell, Jr., Secretary to the Board of Visitors.

Also, in attendance were: General Glenn M. Walters, President; and Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President.

Voting members absent: Colonel Dylan W. Goff. A quorum was present.

Following a brief discussion of the previous night's dinner at the Carolina Yacht Club, Chair Delleney stated this is the opportunity to discuss any issues needing discussion. A free-flowing discussion followed touching on a variety of topics. Among those discussed:

- An academic pipeline for those cadets seeking ordination
- Upper-class ROTC attendance options
- Potential benefits of the Leadership Reaction Course (LRC) for cadets
- and executive leadership opportunities
- Definition of the word "respect"
- Status of the East Side Stands
- Graduation rates
- Citadel sports and SOCON issues

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

Chair Delleney adjourned the meeting with a prayer at 10:30 a.m.

Respectfully submitted,

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