

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
24 APRIL 2024

The Citadel Board of Visitors (BOV) held a meeting on 24 April 2024 at The University of South Carolina Pastides Alumni Center in Columbia, SC, to receive reports on: enrollment trends; strategic investments in academic programs; competitive advantage; NCAA landscape; approve minutes (action item); and discuss other BOV matters.

The following Board members were present on 24 April: Colonel F. G. "Greg" Delleney, Jr., Chair; Colonel Peter M. McCoy, Sr., Vice Chair; Colonel Allison Dean Love; Colonel Dylan W. Goff; 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; Major General R. Van McCarty, Adjutant General of South Carolina; The Honorable Ellen E. Weaver, State Superintendent of Education; Mrs. Deborah W. Hargrove, representative for The Honorable Ellen E. Weaver; 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; and Brigadier General Sally C. Selden, Provost and Dean of the College.

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 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 9:00 a.m. The Chair gave the invocation followed by the Pledge of Allegiance led by Colonel Pinson. He welcomed Superintendent Weaver to her first board meeting and presented her with a BOV lapel pin. He reported Dr. Christopher C. Swain, Chairman of The Citadel Foundation (TCF), could not attend today's meeting and noted that Mr. Jay Ethridge would assume that position later this week. Following comments on the previous night's Legislative BBQ event, he briefly discussed upcoming events and birthdays. Among those discussed: the TCF, Our Mighty Citadel kickoff on Friday; commencement events; scheduled committee meetings; and the June annual meeting. He reminded board members that there would not be an offsite this summer. He then briefly reviewed the agenda and gave the floor to Brigadier General Selden.

The Provost began her presentation by asking board members to list those institutions that were The Citadel's top competitors. She then reviewed the Clearinghouse data on competitors for Fall 2023 and compared it to Fall 2024. Of significance was the top competitor, community colleges. A brief discussion followed on students choosing community colleges to begin their college education based on cost factors followed by transferring to complete their degrees at a four-year institution. She then discussed the strategic priorities of financial aid and faculty and

staff recruitment and retention. She compared the level of financial aid provided by The Citadel to that of our competitors. Brigadier General Selden reported The Citadel is the third smallest employer of competitors based on fulltime employment (FTE) and then reviewed average faculty salaries between competitors. This was followed by a discussion on the impact of the cost of living in the Charleston area on faculty hiring and the need for subsidized campus housing.

The Provost next discussed the challenges facing higher education, competitive advantages, and competitive attributes. Among the challenges: Free Application for Federal Student Aid (FAFSA) issues; approaching demographic cliff; learning loss due to COVID; financial stresses due to inflationary environment; and the public's concerns on the return of their investment.

Ms. Weaver departed the meeting at 9:55 a.m.

Brigadier General Selden reported The Citadel's advantages as: mission and values-based education; reputation and strength of our brand; strong academic foundation; discipline and structure of the military environment; four-year progressive leadership development; high employment rates; strength of alumni network; and location. In discussing attributes, she reviewed the unique experience for first-time, first-year students and the documented return on investment. She discussed The Citadel's appeal to veterans and foreign governments in training their future military officers. Other attributes discussed were strategic initiatives concerning additional memorandum of understanding (MOU) with foreign governments; credit for military service; easier transition to 2+2 program; and artificial intelligence (AI). She next reported on enrollment trends discussing current and short-term enrollment efforts. Among those discussed: leverage position as Senior Military College (SMC) to attract more ROTC scholarships; bolster CAA recruitment; leverage new Customer Relations Management software; and develop strategic marketing and financial aid plans. She closed her report stating she would hold her scheduled presentation on strategic investment in academic programs until a later date to assist in finishing this meeting on time.

Chair Delleney announced a 15-minute break at 10:45 a.m.

Chair Delleney reconvened the meeting at 11:00 a.m.

General Walters began his presentation on the NCAA landscape by passing out copies of a report written by Mr. Mark C. Brandenburg, The Citadel's General Counsel, on the Name, Image, and Likeness (NIL) timeline. He then discussed the impact of the current rules/laws on the Southern Conference (SoCon) and The Citadel. He stated there has been little impact to date for The Citadel with only a few athletes participating. Of those, only one currently receives monetary compensation. The others receive products for their endorsements. He stated that although The Citadel, the SoCon, or the NCAA cannot prohibit an athlete from entering NIL contracts, The Citadel can and will develop a policy that will impose limitations on its student athletes. Among the limitations discussed:

- Specific prohibitions on when and where student athletes can appear in advertisements for third parties.
- Prohibit student athletes from appearing in NIL opportunities while wearing team jerseys.
- Prohibit student athletes from endorsing tobacco, alcohol, illegal substances or activities, banned athletic substances, and gambling, including but not limited to sports betting.
- Prohibit endorsement of products which compete with school sponsorship agreements or contracts.

It was also discussed prohibiting endorsement of products which conflict with The Citadel's institutional values, but it was noted that such a rule would likely raise First Amendment concerns.

The President then discussed the new law just passed in Virginia which allows Virginia institutions to directly pay their student athletes for their name, image, and likeness. The law does allow the institutions certain controls over their students' activities. A discussion followed on the impact and implications of this new law. General Walters stated the largest impact will be on the Power Five conferences and that it will be interesting to see what other states do in response.

A discussion followed on the SoCon. The President passed out a handout illustrating the numbers of athletic scholarships available to the three divisions. The differences between available scholarships and benefits of each division were discussed. The use of tuition abatements was discussed, noting that Tennessee does not allow its institutions to use abatements for student athletes. One strength of the SoCon is the proximity of the majority of member institutions which reduces team travel expenses and eliminates the need for air transportation. He briefly discussed the possibility of a few member institutions considering moves to other conferences and other institutions that may want to join the SoCon. In the talk on the SoCon, General Walters stated the SoCon is the only conference that still requires a one-year eligibility delay for transfers within the SoCon.

Colonels Connor and Snyder departed the meeting at 11:40 a.m.

The President stated there would be more to come from the NCAA.

Colonel McCoy moved to amend the 23-24 February 2024 BOV Meeting minutes to reflect that Colonel Goff's absence was due to military duty. The motion was seconded by Colonel Smith and approved by the voting members present: Delleney, McCoy, Love, Pinson, Dominick, Nicholson, Lyon, Connor, Smith, and McCarty. Colonel Goff abstained.

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Colonel McCoy moved:

MOTION

*“That the Board of Visitors approves the following meeting/teleconference minutes as amended:
23-24 February 2024 meeting
1 April 2024 teleconference”*

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

Chair Delleney thanked all for their attendance.

There being no further business, Chair Delleney adjourned the meeting at 11:51 a.m.

Respectfully submitted,

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