

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
4-5 OCTOBER 2024

The Citadel Board of Visitors (BOV) held a meeting in the BOV Room, Jenkins Hall, and Scarborough MultiMedia Room, Holliday Alumni Center, on 4 October 2024 to: conduct an executive session on personnel matters; receive reports from the President and Board committees; consider any action items presented; conduct an executive session for personnel matters to discuss Honorary Degree and Palmetto Medal (non-cadet) nominations; consider motions as a result of that executive session (action items); consider minutes from previous meetings and motions for approval; and discuss other Board matters.

The following Board members were present: 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; Colonel William E. Jenkinson III, member emeritus; Mr. James J. "Jay" Ethridge, Jr., Chairman, The Citadel Foundation (TCF); Mr. Todd Davis, Vice President, The Citadel Alumni Association (CAA); Lieutenant Colonel William R. Culbreath, Jr., President, The Citadel Brigadier Foundation (TCBF); and Lieutenant Colonel John W. Powell, Jr., Secretary to the Board of Visitors.

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

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 24 hours in advance in Bond Hall and on the college website. Local media sources were notified at the same time by electronic means.

Chair Delleney called the meeting to order at 8:00 a.m. in the BOV Room and called for a motion to go into executive session.

Colonel Dominick moved to go into executive session to discuss personnel matters. The motion was seconded by Colonel McCoy and approved by the voting members present: Delleney, McCoy, Love, Goff, Pinson, Dominick, Nicholson, Lyon, Connor and Smith.

The members of the BOV and the President were present for the executive session.

Mrs. Deborah W. Hargrove, representative for The Honorable Ellen E. Weaver, South Carolina State Superintendent of Education, joined the meeting in executive session at 8:15 a.m.

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

Chair Delleney recessed the meeting at 8:44 a.m. to be reconvened in the Scarborough MultiMedia Room, Holliday Alumni Center.

Board of Visitors meeting minutes
4-5 October 2024
Page two

Chair Delleney reconvened the meeting at 9:05 a.m.

The following Board members were present: Colonel Delleney; Colonel McCoy; Colonel Love; Colonel Goff; Colonel Pinson; Colonel Dominick; Colonel Nicholson; Colonel Lyon,.; Colonel Connor; Colonel Smith; Mrs. Hargrove; Colonel Jenkinson; Mr. Ethridge; Mr. Davis; Lieutenant Colonel Culbreath; and Lieutenant Colonel Powell.

Also in attendance: General Glenn M. Walters, President; Brigadier General Sally C. Seldon, 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. Mark C. Brandenburg, General Counsel; Lieutenant Colonel S. Aaron Meadows, Chaplain and Director of Religious Activities; Mr. Richard W. Kelly, Athletic Financial Consultant; Ms. Shannon N. Mease, Chief Operating Officer and Chief Financial Officer, TCF; Ms. Joni Stephens, Associate Athletic Director for Internal Operations and Senior Woman Administrator; Ms. Lauren Pavlick, Associate Athletic Director for Finance and Budget; and Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President.

Chair Delleney called the meeting to order at 9:05 a.m. He asked for prayers for those impacted by Hurricane Helene. He thanked Colonel McCoy for his service as the board vice chair; and commented on the pending legislative elections for board members. He welcomed Mr. Davis to the meeting and reviewed today's agenda.

Chaplain Meadows gave the invocation and Colonel Dominick led the group in reciting "The Pledge of Allegiance." Chaplain Meadows departed the meeting at 9:15 a.m.

Colonel Pinson 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, Goff, Pinson, Dominick, Nicholson, Lyon, Connor and Smith. The members of the BOV, President, Vice Presidents, General Counsel, and Ms. Mease remained for the executive session. Mr. Kelly, Ms. Pavlick, Ms. Stephens, and Mrs. Hedstrom departed the meeting.

Colonel Smith moved to come out of executive session. The motion was seconded by Colonel Dominick and approved unanimously by the voting members present: Delleney, McCoy, Love, Goff, Pinson, Dominick, Nicholson, Lyon, Connor and Smith. Mr. Kelly, Ms. Pavlick, Ms. Stephens, and Mrs. Hedstrom returned to the meeting.

Chair Delleney called on General Walters for the President's Report. The General initiated his report stating the top eleven leaders of the Class of 2025 are the most professional he has seen.

He then briefly reviewed the enrollment numbers for the fall and reported there are 60 more cadets in the barracks this year than last. He reviewed the extensive work completed on campus this summer highlighting work in Deas Hall, Coward Hall, Duckett Hall, the Chapel, and Stevens Barracks. He discussed the additions to workforce housing and the impact of the cost of living in recruiting new faculty and staff. The increased cost of building the new engineering building was discussed and he reported on the creation of a tiger team to explore means of covering the increase.

Ms. Valerie Mercado, Title IX Coordinator/Compliance Officer, joined the meeting at 9:45 a.m.

The President reported on the status of the active duty TAC program proposal in which The Citadel would offer free master's degrees to active duty officers sent to The Citadel to serve as TAC officers. He indicated the free master's degree offer was also extended to officers sent to the Virginia Military Institute (VMI) through our online degree programs. He then discussed the Ukrainian student program and reviewed the federal funding already approved but not yet allocated. He stated the four Ukrainian students in the graduate program this past semester will increase to six next semester. He then reviewed the growing relationship with Rwanda and the pending visit of a delegation from Saudi Arabia. He briefly discussed the Saudi government's desire to professionalize the officer corps of their military. He next reviewed the benefits received from engaging Holland and Knight to assist in seeking federal appropriations. He closed his report stating the priority is fundraising for the new engineering building and additional athletic scholarships.

Colonel Nicholson, chair of the Operations and Risk Management (ORM) Committee, called on Ms. Mercado for the Risk Report. Ms. Mercado reviewed the reporting requirements of the Clery Act requiring the annual security and fire safety report (ASF SR) due 1 October and reported that The Citadel's 2023 report would be submitted 30 September. She reviewed the crime statistics and fire incidents for the campus and immediate surroundings. Ms. Mercado reported that the Clery Compliance Committee is going strong and that the ASF SR Policy Statement Matrix continues to be a living document. Moving forward is updating the Clery geography maps. A brief discussion followed her report on how different incidents are reported. It was emphasized that this report only provides reported incidents noting that the incidents may not have been legally pursued or validated.

Ms. Mercado departed the meeting at 10:11 a.m.

Colonel Saint opened her budget update reporting that our external audit comes out of Greenville, South Carolina, which was affected by Hurricane Helene and that report has been delayed. She briefly discussed the increased support from the state in recurring funds. She then invited Mr. Kelly to provide his report on the athletic budget. Mr. Kelly stated he had been engaged to review the athletic budget, look for efficiencies, and to restructure the budget. He then introduced Ms. Lauren Pavlick, a certified public accountant (CPA) as the new Associate Athletic Director for Finance and Budget, who would now be managing the athletic budget. Mr. Kelly then provided an overview of his findings. He started with a review of the athletic

budget, the revenue streams and scholarships, the operating expenses, and the projected deficit. He then reported the status of the FY25 budget indicating scholarship funds available were less than originally budgeted and that operating expenses have increased significantly. He reported that working with the team coaches with budget reduction requests and receiving additional financial assistance from TCBF, that the budget deficit has been reduced by approximately \$1.5 million. He stressed managing the operating costs is a big challenge as all areas are seeing increases. He reported Colonel Saint and the President will receive quarterly budget to actuals reports. A brief discussion followed on the number of scholarships allowed by the NCAA with Ms. Stephens discussing how these are to be managed.

Ms. Stephens and Ms. Pavlick departed the meeting at 11:05 a.m.

Colonel Love, Chair of the Communications and Community Relations (CCR) Committee, called on Colonel Hoffman for the Office of Communications and Marketing (OCM) report.

Colonel Hoffman began the OCM report with a brief review of the updated data for “The Citadel Effect” slide and then The Citadel Today. He then reviewed the top performing in-house content and other significant media coverage. Among those discussed: the Class of 2028 matriculation; The Citadel Regimental Band and Pipes trip to The Royal Edinburgh Military Tattoo; announcing the new baseball coach; the South Carolina Supreme Court hearing arguments on campus; Lieutenant General David Wilson’s promotion; and the September 11 memorial on campus. He then briefly discussed the reduction in licensing royalties indicating a portion of the decrease is due to the discontinuation of the firearms sales. He also indicated efforts with Follet, the vendor running The Citadel Bookstore, concerning the reduced revenue and stated their contract would soon be up for renewal.

Colonel Hoffman then reviewed the release of the U.S. News and World Report college rankings. He reported The Citadel is now ranked the number one regional college in the south. He noted other significant rankings:

- The Citadel remained number one college for veterans in the south
- Ranked number four best value in the south (up 11 places from last year)
- Engineering programs ranked 18 overall nationally among colleges without doctoral programs (up 11 places from last year)
- Business programs ranked 147 overall nationally (up 12 places from last year)

He then addressed his strategic initiatives. Among those noted was updating the website to establish a policy for campus units for updating content; ensure “leadership” messaging throughout; Lowcountry Graduate Center marketing efforts; and providing support for the new Associate Provost for Enrollment Management. He next reviewed the “Leadership Starts Here” campaign discussing the multi-segment advertising tactic and the strong early results. He closed his presentation with a brief discussion of the Lowcountry Graduate Center grants received in support of The Citadel Graduate College (CGC) and its potential impact on recruiting for the Corps of Cadets.

Board of Visitors meeting minutes
4-5 October 2024
Page five

Colonel Crawford began his presentation with a review of past state institutional support and the growth to what is now received in both recurring and one-time funding. He next reviewed the requested new recurring funding and one time funding requests noting these represent the Governor's budget submission numbers. He reviewed the dates for legislative lunches and announced the Speaker of the House will take the jeep review at the 4 October parade.

He began the federal activities update with a short review of the return on investment with our engaging Holland and Knight. Among those noted:

- \$1.6M a year as a Program of Record (POR) for our cyber program
- \$300k for our UGRAD program allocated and executed in FY24 with an additional \$300k allocated for FY25 (not yet signed)
- \$2M in the FY24 State Department budget to fund Ukrainian scholarships (not yet allocated but does not expire) with an additional \$4M in the FY25 State Department budget to fund Ukrainian scholarships (not yet signed)

He addressed additional allocations in progress which include funding for engineering school equipment from the National Institute of Standards and Technology and United States Air Force funding for one TAC Officer for summer of 2025.

Chair Delleney adjourned the meeting at 11:36 a.m. for the Board's visit to Stevens Barracks followed by lunch with the Corps of Cadets in Coward Hall.

Chair Delleney reconvened the meeting at 1:05 p.m. Colonel Andrea Gross, Associate Provost for Enrollment Management, Dr. Amy Emm, Faculty Senate Chair, and Ms. Stephens joined when the meeting reconvened. Chair Delleney introduced Dr. Emm.

After a short discussion on the visit to Stevens Barracks and lunch in Coward Hall, Chair Delleney called on Colonel Pinson for the Education, Leadership, and Development (ELD) Committee report.

Colonel Gordon began the Commandant's Update reporting that he is very pleased with the Class of 2025 and the leadership displayed so far. He reported two of the senior cadets are applying for Rhodes Scholarships. He then reported that 769 cadets reported for the Class of 2028.

Mr. Andrew Miller, a sports reporter from the Post and Courier and Mr. Zach Watson, The Citadel's Director of Communications, joined the meeting at 1:15 p.m.

Colonel Gordon reported the attrition experienced this year is a little higher than last year. He then discussed mental health issues among the first-year cadets. He discussed the Medical University of South Carolina (MUSC) efforts in working with cadets on stress management. He reported on a change to the cadet's 24 hour schedule with the addition of a formation at 7:45 p.m. Sunday through Thursday to provide another opportunity for accountability. In response

to a question concerning the physical preparedness of the first-year cadets, he discussed the three-step program that was in place to assist those needing work on resiliency.

Chair Pinson reported that Mr. Capaccio could not attend today's meeting due to an injury in a bicycle mishap and called on Ms. Stephens for the Athletic Director's report. She then reviewed ideas from the Southern Conference on reducing costs, reporting a significant list and that a vote will soon take place to consider them. Among those reviewed:

- Work on schedule to reduce travel time and nights in hotels
- Consider up and back travel within four hours of competition
- Reduce number of days for championships
- Reduce baseball series from three days to two
- Reduce officiating crew in baseball from three to two

She then reported that the conference members are working to compete as a conference under similar rules for all with scholarship limits across all sports. These limits would be the same as current NCAA limits. It is felt that other conferences and teams will join us to compete on a level and competitive playing field. Ms. Stephens then briefly reviewed ideas on future revenue possibilities using the stadium and other campus facilities. Ideas discussed included bringing events such as the Southeastern Wildlife Exposition (SEWE) and the Charleston Wine and Food Festival to campus; concerts in the stadium, and events in McAlister Field House. Ms. Stephens departed the meeting at 1:30 p.m.

Brigadier General Selden began her report by introducing Colonel Andrea Gross, the new Associate Provost for Enrollment Management. She then briefly reviewed the newest rankings from the U.S. News and World Report. She reported the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) on-site visit went extremely well with no issues to address and noted that this is very rare. The final SACSCOC accreditation report is due in December. She indicated the Faculty Senate is working well with the Human Relations Department in reviewing faculty salaries. A brief discussion followed on the challenges in recruiting faculty due to the cost of living in the Charleston area. She then briefly discussed recruiting efforts and reported going to the Common Application was a great move and the new customer relations management system Slate provides a major improvement in the ability to manage communications with prospective students. She reported the Office of Admissions would begin reviewing applications next week with admissions decisions to students to soon follow. She briefly discussed the efforts in recruiting international students.

Colonel Connor departed the meeting at 2:00 p.m.

The Provost then discussed the five task forces in place to review a variety of areas of institution programs/projects. Among those discussed: task force on how to best deliver graduate programs; task force on improving the registration process; task force to explore/develop pathways to medical, dental, and other health services schools; task force to provide academic credit for military service; and a task force to work on the new Krause School of Leadership. In response to alumni questions concerning the acceptance rate, the Provost stated she would provide the board with a proper institutional response.

Board of Visitors meeting minutes
4-5 October 2024
Page seven

Major Sarah A. Imam, Ph.D., Director of Health Services, Associate Professor of Health and Human Performance, Cadet Colonel Sam E. Wilson, and Cadet First Sergeant Mason W. Shaw joined the meeting at 2:05 p.m.

Chair Delleney called on Colonel Goff for the Strategy, Vision, and Governance (SVG) Committee report. Colonel Goff introduced Cadets Wilson and Shaw.

Cadet Shaw presented an overview of his six month experience as a cadet at the École Spéciale Militaire de Saint-Cyr. He provided a brief history of the academy and its facilities; the daily schedule of a cadet; the curriculum for both academic and other work; and the social events. He discussed the differences between the two schools, the challenges faced, and the unique opportunities provided. He emphasized this was a life-changing experience that would stay with him his whole life. Cadet Wilson provided a brief presentation of his experience at the Canadian Military Academy and described the differences in culture, academics and policies. He and Cadet Shaw both stated that as a result of their experiences, they would strongly encourage more similar opportunities for other Citadel cadets.

General Walters departed the meeting at 2:20 p.m.

Dr. Imam then presented a report on The Citadel Kenya Healthcare Program. She reviewed the program's objectives and goals for both the students and for the local population.

Cadets Wilson and Shaw departed the meeting at 2:28 p.m.

The students receive firsthand clinical experience, academic learning with real-world experiences, and cultural competency that will add to their competitiveness for future health professional programs. The delivery of essential healthcare services to an underserved population and the economic impact will aid the local community. She stated the program has run for three consecutive years with a total of 71 Citadel students participating and has served over 20,000 patients. Major Imam reviewed the student experience explaining that the students rotate through all the medical units during their time and then discussed the academic portion of the program. She indicated the students enjoyed a complete experience during their summer with a safari, local excursions, and a trip to a beach resort in Mombasa. She noted The Citadel is the only institution in the United States to have its own medical camp. She reported this is the largest free primary care medical camp in Kenya and it has been recognized by the Kenya Ministry of Health.

Colonel Connor returned to the meeting at 2:40 p.m.

Colonel Gordon, Colonel Gross and Dr. Imam departed the meeting at 2:45 p.m.

Colonel Goff presented a brief discussion on the changes to the Presidential Succession Plan.

Board of Visitors meeting minutes
4-5 October 2024
Page eight

Colonel Goff moved:

MOTION

“That the Board of Visitors approves the revisions to the Presidential Succession Plan as presented on 4 October 2024.”

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

The Provost and remainder of the staff departed at 2:55 p.m.

Colonel Dominick moved to go into executive session to discuss personnel matters. The motion was seconded and approved by the voting members present: Delleney, McCoy, Love, Goff, Pinson, Dominick, Nicholson, Lyon, Connor and Smith. The motion passed.

The members of the BOV were present for the executive session.

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

There were no motions resulting from the executive session.

Mrs. Hedstrom returned to the meeting at 3:02 p.m.

Colonel Dominick moved:

MOTION

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

- *7-8 June 2024 meeting*
- *1 August 2024 teleconference”*

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

Chair Delleney reviewed the schedule for the parade at 3:45 p.m. and the reception at 5:00 p.m. that follows. He announced a recess at 3:05 p.m. until tomorrow and announced the meeting would resume at 8:00 a.m. in the BOV Room in Jenkins Hall.

The following Board members were present on 5 October 2024: 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 Triz V. Smith; Colonel William E. Jenkinson III, member emeritus; Colonel Douglas A. Snyder, member emeritus; Mr. James J. “Jay” Ethridge, Jr., Chairman, TCF; Mr. Todd Davis, Vice President, CAA); Lieutenant Colonel William R.

Board of Visitors meeting minutes
4-5 October 2024
Page nine

Culbreath, 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; Brigadier General Sally C. Seldon, Provost and Dean of the College; Mr. Mark C. Brandenburg, General Counsel; Ms. Valerie Mercado, Title IX Coordinator/Compliance Officer; Dr. Amy Emm, Faculty Senate Chair; and Mrs. Lori B. Hedstrom, Executive Assistant to the Board and Senior Vice President.

Voting members absent: Colonel William M. (Bill) Connor, V. A quorum was present.

Chair Delleney reconvened the meeting at 8:00 a.m., welcoming all back. Following a brief discussion of the previous night's reception, he reviewed the day's agenda and the upcoming events for the fall.

Mr. Brandenburg initiated the Title IX training session with a brief review of the history of Title IX and its evolution from the original regulation. He discussed regulations, cases, and guidance concerning enforcement. He further discussed the changes to the title as administrations changed. He reviewed the changes initiated by the current administration and the legal challenges they are currently facing. He reviewed the elements of the regulations and enforcement. Among the areas discussed: investigations; information to be considered; timing; officials involved; and the appeals process. A brief discussion followed his presentation concerning gender issues in collegiate sports and the number of permitted scholarships.

Ms. Mercado departed the meeting at 9:00 a.m.

Brigadier General Selden began the discussion on governance with an in-depth review of the tenure process at The Citadel. She discussed the significance of granting tenure and the mutual responsibilities of both the institution and the faculty member. She reviewed the process in which a junior faculty member is mentored and evaluated. The Provost discussed the progress through the different levels of consideration with annual reappointment required through year five. She indicated termination is possible at each year point if the faculty member does not meet the expected performance expectations. She reviewed the process of the College Faculty Tenure and Promotion Committee (FTPC) in reviewing and evaluating the tenure recommendations from the school deans and academic departments prior to forwarding recommendations to the Provost. She reviewed the timeline for the tenure review process and the appeals process. There was then a discussion of institutional boards' involvement in the tenure process, the importance of shared governance in the process, and the relationship with the state legislature.

Chair Delleney called for a short recess at 10:40 a.m. Dr. Emm departed the meeting.

Chair Delleney reconvened the meeting at 10:45 a.m. and called for a motion to enter executive session for personnel matters.

Board of Visitors meeting minutes
4-5 October 2024
Page ten

Colonel Love moved to go into executive session to discuss personnel matters. The motion was seconded by Colonel McCoy and approved by the voting members present: Delleney, McCoy, Love, Goff, Pinson, Dominick, Nicholson, Lyon, and Smith. The motion passed.

The members of the BOV, President, Provost, General Counsel, and Mrs. Hedstrom were present for the executive session.

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

Colonel Smith moved:

MOTION

"That the Board of Visitors authorizes the awarding of Honorary Degrees to candidates C and D, and the non-cadet Palmetto Medal to candidate A, as discussed in executive session at the 5 October 2024 meeting."

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

Colonel McCoy moved:

MOTION

"That the Board of Visitors approves the purchase of six Palmetto Medals as discussed on 5 October 2024."

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

There being no further business, Colonel McCoy moved to adjourn. The motion was seconded by Colonel Love. Members voting in favor of the motion: Delleney, McCoy, Love, Goff, Pinson, Dominick, Nicholson, Lyon, and Smith. Members voting against the motion: none. The motion passed.

The meeting adjourned at 10:20 a.m.

Respectfully submitted,

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