

THE CITADEL BOARD OF VISITORS  
OFFSITE MEETING MINUTES  
12 -13 AUGUST 2021

The Citadel Board of Visitors (BOV) held offsite meetings at the Wampee Conference and Retreat Center in Pinopolis, SC on 12 and 13 August 2021 to: receive an update on enrollment and the Provost's observations; review BOV evaluation forms; receive an update on the strategic plan and general education; discuss the BOV evaluation; discuss the accreditation process and its significance; receive an update on the efficiency study and zero-based budgeting; receive campus updates on Capers and Bastin Halls; conduct BOV development exercise and discuss reading assignment on campus governance; discuss strategic issues, priority building projects, and The Citadel/TCF Memorandum of Understanding (MOU); receive a report from the Daniel Fund Scholarship Trustees; conduct an executive session to consider personnel matters; discuss any action items as a result of the executive session; and discuss other Board matters.

The following Board members were present on 12 August: 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. "Bobby" Lyon, Jr.; Colonel William M. (Bill) Connor, V; Mrs. Deborah W. Hargrove, representative for the Honorable Molly M. Spearman, SC State Superintendent of Education; MG R. Van McCarty, SC State Adjutant General; member emeritus Colonel William E. Jenkinson III; member emeritus Colonel Douglas A. Snyder; Dr. Christopher C. Swain, Chairman, The Citadel Foundation (TCF); 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 Seldon, Provost and Dean of the College; Colonel Thomas J. Gordon, Commandant of Cadets; Colonel Charles Cansler, Vice President for Finance and Business; Captain Jeffrey D. Lamberson, Vice President for Facilities and Engineering; Colonel Cardon B. Crawford, acting Vice President for Communications and Marketing; Mr. Mark C. Brandenburg, General Counsel; Mrs. Lori Hedstrom, Special Assistant to the President for Board Matters; and Lieutenant Colonel John W. Powell, Jr. Secretary to the Board of Visitors.

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 in that notice had been posted 24 hours in advance in Bond Hall and on the college website and local media sources were notified at the same time by electronic means.

Chair Goff opened the meeting at 9:00 a.m. Colonel Dominick led the group in reciting "The Pledge of Allegiance." He then welcomed Colonel Connor to the BOV. He also welcomed Mrs. Hargrove as representing the State Superintendent of Education, Lieutenant Colonel Culbreath as President of TCBF, and Colonel Gordon as the new Commandant of Cadets.

Chair Goff reviewed the schedule and agenda. He announced that SC State Representatives Travis Moore and Bobby Cox would be joining us for dinner, staying the night and that Representative Moore will administer the oath of office Friday morning. He reminded all that nominations for honorary degrees and the Palmetto Medal are due 1 September 2021.

General Walters stated the administration has been watching the national and state COVID numbers closely and would adjust policies as necessary to comply with directives and to protect cadets, students, faculty and staff. He stated that the Class of 2025 would matriculate on Saturday and they have been watching the numbers closely. He then introduced Colonel Gordon, the Commandant of Cadets who spoke on his looking for clarity in all current policies. He reiterated the general's comment on closely watching the COVID numbers and feels prepared to manage the situation. He also stated that he would announce tomorrow that "legacy" cadets could remain in their legacy companies if desired.

BG Seldon started her update on the strategic plan "Our Mighty Citadel 2026 with opening remarks on how proud she was with the way the entire Citadel family dealt with the stress of the last year. Despite all the obstacles presented by the COVID virus, all were able to stay focused on the mission of educating and developing principled leaders. This was followed by review of the current institutional measures: retention and graduation rates, diversity, enrollment, and external funding. She then proceeded with a brief on the progress of the six strategic initiatives of the plan highlighting key components of each.

Of note:

- The addition of the signature course LDRS 202: Leadership in American Government and Society.
- Academic programs of distinction: the creation a BA degree in Intelligence and Security Studies and a BS degree in Cyber Operations, and the establishment of The Citadel Department of Defense Cyber Institute.
- Facility updates: Johnson Hagood Sansom Field turf replacement, visiting team facility, completion of Bastin Hall and the Swain Boating Center.
- Increased outreach for meaningful community and corporate collaborations such as the Lt Col James B. Near, Jr. USAF, '77 Center for Climate Studies.

BG Seldon presented a comprehensive review of the new general education program highlighting the reasoning for the change and the new academic requirements. She provided a visual depiction of the new strands of study which illustrated the move from a distributive to a highly integrative model which provide a signature 4-year academic experience, common learning outcomes, interaction across the majors, and the ability for assessment and continuous improvement. The new model increases student engagement throughout the four years. The freshman experience provides an innovative freshman seminar/paired writing course, science and math courses, and a physical fitness, resiliency and wellness course. The senior experience provides a higher level integration and high-impact practices, a senior capstone, and E-

portfolios. BG Seldon stated that current junior class will be the first class to be under the new model for their entire 4-years. She then invited the members of the BOV to schedule visits to classes to see them in action.

BG Seldon provided a review of the process of reaffirmation of accreditation for the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). She discussed the timeline of the process, key dates, and the importance of the review. She emphasized that this is a comprehensive review of the entire institution and. All, including members of the BOV are subject to interviews and all must be familiar with the quality enhancement program (QEP).

Colonel Dominick moved to go into executive session to discuss personnel matters regarding the Daniel Fund Scholarships. The motion was seconded and approved unanimously by the voting members present: Goff, McCoy, Love, Pinson, Myers, Dominick, Nicholson, Delleney, Lyon, Connor, Hargrove, and McCarty.

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

The Daniel Fund Scholarship report was reviewed by Colonel Jenkinson, Chair of the Daniel Fund Trustees: a total of \$9,000 in additional scholarship funds was approved for incoming cadets and \$10,000 for returning students. Added to the previously awarded \$108,500, the new total awarded is 127,500. There is \$6,278 remaining of the \$133,778 that was available to award. Three additional nominations have been received but are waiting submission of applications.

Colonel Cansler provided an update on the efficiency study by first explaining that the purpose of zero-based budgeting is to start at zero and justify each position and every expenditure in building the budget. The FTEs in all divisions will be reviewed to see where positions may be eliminated or combined. Three divisions have started the process and expect completion in September 2021: Commandant, School of Engineering, and School of Education. Two additional divisions will start the process in August: Information Technology and Enrollment management.

Colonel Cansler then provided information on the Voluntary Separation Program (VSP) which will allow realignment of resources and to permanently downsize based on the ability to demonstrate recurring cost savings. He discussed the participation benefits and conditions while assuring that the targeted voluntary incentive would be mutually beneficial for employees and The Citadel.

The meeting was recessed at 12:00 p.m. for lunch.

The meeting resumed at 1:00 p.m.

Captain Lamberson provided a campus update starting with a discussion on the process utilized in contracting for the replacement of Capers Hall. Unlike other construction projects such as Bastin Hall, the contract process did not require the contract to go to the lowest bidder but to the one that provided the best overall product and process for the cost. The total budget for the Capers Hall replacement included not just the actual building cost but all expenses necessary to put the building into operation. This included all furnishings, IT requirements, etc. He discussed the timeline for construction and discussed the new process for driving the compressed concrete piles for the building which was developed by Citadel Engineering professor Dr. Timothy Mays. He then discussed the process for the construction and innovations of the recently completed Bastin Hall. He stated it is a state-of-the-art building but has needed a number of corrections but assured that it would be "made right."

All non-board members departed other than General Walters, Mrs. Hedstrom and LtCol Powell.

Chair Goff stated the purpose of the BOV Development Exercise is to encourage board members to work together. He then divided the members into four teams. For the initial exercise two teams would work together as a section and then the sections would split back to the four teams for the second exercise. For the first part, a partial sentence prompt was provided. Each team member was to add one word to the sentence and then pass it to the next team member until the sentence was completed. Then each was shared with the entire group. For the second part, General Walters and Chair Goff asked the four teams to answer 25 trivia questions concerning The Citadel. The results were then self-graded.

Chair Goff and General Walters led a discussion on the article "Governance for a New Era" and started with the questions: who do we represent and what is it we produce? An open, free-flowing discussion followed touching on many issues.

Among the highlights:

A number of board members expressed the belief that the mission statement causes confusion between the South Carolina Corps of Cadets (SCCOC) and The Citadel Graduate College (CGC) due to the lack of specificity in the mission statement. Following a candid discussion, several suggested to consider changes to the mission/purpose statement of The Citadel to provide clarity between the two by including terminology such as "citizen soldier" that reflects service to state and nation. After further discussion, General Walters stated that he was not opposed to considering a change and would take that for action.

Colonel Pinson commented that definitions of honor, lying, and cheating seem to have changed for this generation. General Walters stated the critical need to properly teach new cadets the meaning and importance of honor and the Honor System at The Citadel. He emphasized the honor system should and would not be used to impose disciplinary violations.

The importance of the CGC and the benefits it brings to all students and the community. Colonel Love noted the benefit of having a graduate program that attracts a stronger faculty that then teaches at both graduate and undergraduate levels; and General Walters noted the opportunities it provides allowing a number of cadets to take graduate courses as they complete the last hours of the undergraduate degrees.

Additional topics of discussion included military commissioning rates at The Citadel and the impact of reduced national accession numbers; the function of tenure and the need of the BOV's approval of the faculty tenure process; academic freedom in the classroom; the course catalog; and the actions underway with the state of Iowa to retain the flag "Big Red." Social media and the distribution of inaccurate information was discussed. Chair Goff stressed the need for all board members to assist in correcting the dissemination of incorrect information.

The meeting was recessed at 4:15 p.m.

The Citadel Board of Visitors reconvened the offsite meeting on Friday, 13 August 2021, at 9:00 a.m. in the Board Room of the Wampee Conference and Retreat Center. The following Board members were present: 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. "Bobby" Lyon, Jr.; Colonel William M. (Bill) Connor, V; Mrs. Deborah W. Hargrove, representative for the Honorable Molly M. Spearman, SC State Superintendent of Education; MG R. Van McCarty, SC State Adjutant General; member emeritus Colonel Douglas A. Snyder; Dr. Christopher C. Swain, Chairman, The Citadel Foundation (TCF); and Lieutenant Colonel William R. Culbreath, Jr., President, The Citadel Brigadier Foundation (TCBF).

Also in attendance were: Mrs. Lori Hedstrom, Special Assistant to the President for Board Matters; and Lieutenant Colonel John W. Powell, Jr. Secretary to the Board of Visitors.

Voting members absent: none. A quorum was present.

Chair Goff called the meeting to order and reported that General Walters had been called away early this morning and would not be able to join the meeting today. He reviewed the remaining items on the agenda, and listed upcoming events. He stated that the BOV updates memo would continue so to assist all in keeping track of the upcoming activities. The next meeting will be 29-30 October which is the Hall of Fame weekend. He reviewed the format for the meeting and reminded of lunch with the Corps of cadets on Friday.

Chair Goff reviewed the request to the college to refurbish the BOV room in Jenkins Hall: new chairs, refinish the table, upgrade and new audio-visual equipment, and to redo the walls. He reported that the space in Bond Hall that was once St Alban's Chapel and now occupied by the

Multi-Media Department is being considered for a future location of the BOV Conference Room.

Colonel Dominick moved to go into executive session to discuss personnel matters regarding the BOV Evaluation and Agency Head Evaluation. The motion was seconded and approved unanimously by the voting members present: Goff, McCoy, Love, Pinson, Myers, Dominick, Nicholson, Delleney, Lyon, Connor, and McCarty.

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

Colonel Myers departed the meeting at 10:30 a.m.

Colonel Lyon moved:

MOTION

*"That Citadel Board of Visitors reconsider the vote that approved the new bulldog logo."*

Colonel Connor seconded the motion. A deep discussion followed with Colonel Lyon stating his contacts with alumni indicated few were happy with the new bulldog logo. Dr. Swain stated that many alumni felt their opinions were not asked. Colonel Love discussed the amount of focus groups conducted and the process for the selection. Colonel Dominick indicated he felt the selection process was well conducted, likes the new logo, and that the proof would be seen in the marketplace. Colonel Love reported the store has experiencing strong sales and that it would be extremely difficult and expensive to reverse course at this time since athletic uniforms, and other merchandise has already been purchased. Colonel Nicholson stated that all alumni with emails recorded by the alumni association were sent surveys. He agrees there is some similarity of our new logo with the Samford bulldog but stated that the Citadel version is a rendering of G3. Lieutenant Colonel Culbreath reminded the members that the new logo was meant only to standardize the logos on the athletic uniforms and that the legacy logos would remain.

Having been seconded and discussed, the vote was taken. Members voting in favor of the motion: Lyon and Connor. Those voting against the motion: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, and McCarty. The motion failed.

Colonel Dominick moved:

MOTION

*"That the Citadel Board of Officers open all meetings to social media."*

Colonel Lyon seconded the motion. Discussion followed with Chair Goff reminding all that all meetings are open to the public and must be publicly announced to be in compliance with

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existing laws. Colonel Dominick and Colonel Delleney both noted a problem with broadcast meetings is evident by watching legislative meetings that are broadcast. Speakers often talk to the public audience rather the other members of the meeting hindering the ability to actually conduct business. Colonel Pinson asked the cost and Colonel Connor asked to specify what media. Colonel Love suggested the need for more information and should be referred to a committee for consideration. Colonel Dominik agreed.

Colonel Love moved:

MOTION

*“That the motion to open meetings to social media be committed to the Communications and Community Relations Committee.”*

The motion was seconded and vote taken: Members voting in favor of the motion: Goff, McCoy, Love, Pinson, Dominick, Nicholson, Delleney, Connor, and McCarty. Member voting against the motion: Lyon. The motion passed.

Chair Goff thanked all for their participation.

There being no further business, the meeting adjourned at 11: 55 a.m.

Respectfully submitted,

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