

THE CITADEL BOARD OF VISITORS
MEETING MINUTES
16-17 OCTOBER 2020

The Citadel Board of Visitors (BOV) held meetings in the Courvoisie Banquet Hall, Holliday Alumni Center to: conduct an executive session for personnel matters to discuss the appointment of a person to a public body and the Agency Head Evaluation Planning Stage; conduct an executive session for an update on legal matters; hold elections for the Chair and Vice Chair positions (action items); receive a campus update from the President and reports from Board committees; approve minutes and motions (action items); 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); and discuss other BOV matters.

The following Board members were present on Friday, 16 October 2020: Colonel Myron C. Harrington, Jr., Acting Chair; Colonel Allison Dean Love; Colonel Fred L. Price, Jr.; Colonel Dylan W. Goff; Colonel Peter M. McCoy, Sr.; Colonel L. E. "Gene" Pinson; Colonel John C. Dominick; Colonel James E. Nicholson, Jr.; Colonel F. G. "Greg" Delleney, Jr.; Colonel Robert E. Lyon, Jr.; the Honorable Molly M. Spearman, SC State Superintendent of Education (Zoom); Major General R. Van McCarty, State Adjutant General; Colonel Leonard C. Fulghum, Jr., Chairman Emeritus; members emeritus Colonel William E. Jenkinson III and Colonel Douglas A. Snyder; Dr. Christopher C. Swain, Chairman, The Citadel Foundation (TCF) (Zoom); and Colonel Edward C. White, Jr., 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; Colonel Thomas G. Philipkosky, Senior Vice President for Operations and Administration; Captain Eugene "Geno" F. Paluso, Commandant of Cadets; Colonel Charles L. Cansler, Vice President for Finance and Business; Captain Jeffrey D. Lamberson, Vice President for Facilities and Engineering; Colonel John L. Dorrian, Vice President for Communications and Marketing; Mr. Michael J. Capaccio, Director of Intercollegiate Athletics; Dr. John P. "Jay" Dowd, III, Vice President for Institutional Advancement (Zoom); Mr. Mark C. Brandenburg, General Counsel; Commander William A. Lind, Director of Executive Operations; Lieutenant Colonel F. Ward Logan, Associate Vice President, Finance and Business (Zoom); Major Michael S. Keeney, Budget Director (Zoom); Colonel Cardon B. Crawford, Director of Government and Community Affairs; Lieutenant Colonel Kelly A. Brennan, Associate Provost of Enrollment Management; Ms. Kimberly Keelor, Media Director (Zoom); Dr. Monika Bubacz, Associate Professor of Mechanical Engineering and Chair of the Faculty Senate (Zoom); Mrs. Lori B. Hedstrom, Special Assistant to the President for Board Matters (Zoom); Ms. Ellen Eigner, Senior Administrator and Program Manager; and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors.

Mr. Alex Caban of WCIV TV participated by Zoom. Mr. Henry V. Stoeber, Association of Governing Boards (AGB) President and Chief Executive Officer and Dr. Joseph Burke, AGB Senior Fellow, were in attendance. Mr. William M. Connor, Citadel Class of '90, who was elected as a CAA representative on the BOV effective 1 July 2021, was present.

Presenters during the meeting: Mr. Stanton M. Adams, Creative Director; and Ms. Sally Chinnis (Zoom), an associate principal with the planning team of Ayers St. Gross Architects.

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Voting members absent: Colonel Stanley L. Myers, Sr. 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 Harrington called the meeting to order at 8:30 a.m.

Colonel Delleney gave an invocation and the group recited "The Pledge of Allegiance."

Chair Harrington made a few announcements, welcomed those in attendance, and reviewed the agenda.

Only members of the BOV and the Recording Secretary were present for the executive session for personnel matters.

Colonel Goff moved to go into executive session for personnel matters to discuss the appointment of a person to a public body and the Agency Head Evaluation Planning Stage. The motion was seconded and approved unanimously by the voting members present: Harrington, Love, Price, Goff, McCoy, Pinson, Dominick, Nicholson, Delleney, Lyon and McCarty.

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

Colonel Price made a presentation of a framed "Big Red" flag to Colonel Fulghum, as he has indicated he will not be able to attend Board meetings on a regular basis in the future.

The members of the executive staff, Commander Lind, and Mr. Brandenburg joined the meeting.

Colonel Dominick moved to go into executive session for legal advice related to pending, threatened and potential claims, and other matters covered by the attorney-client privilege. The motion was seconded and approved unanimously by the voting members present: Harrington, Love, Price, Goff, McCoy, Pinson, Dominick, Nicholson, Delleney, Lyon, Spearman, and McCarty.

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

Other staff members and faculty joined the meeting.

Colonel Lyon, Board Secretary, read the portion of the *College Regulations* pertaining to the election of Board officers. He informed Board members of the names of those members who had expressed an interest in the position of Chair and the position of Vice Chair. There being no additional nominations, the nominations were closed.

Colonel Goff nominated Colonel Harrington for the position of Board Chair.

Colonel Goff moved:

MOTION

"That the Board of Visitors elects Colonel Myron C. Harrington, Jr. as Chair for the unexpired term ending 30 June 2021."

The motion was seconded by Colonel Love. Members voting in favor of Colonel Harrington as Chair by stating his name: Love, Price, Goff, McCoy, Pinson, Dominick, Nicholson, Delleney, Lyon, Spearman, and McCarty. Colonel Harrington abstained. The motion passed.

Colonel Price nominated Colonel McCoy for the position of Board Vice Chair.

Colonel Price moved:

MOTION

"That the Board of Visitors elects Colonel Peter M. McCoy, Sr. as Vice Chair for the unexpired term ending 30 June 2021."

The motion was seconded by Colonel Goff. Members voting in favor of Colonel McCoy as Vice Chair by stating his name: Harrington, Love, Price, Goff, Pinson, Dominick, Nicholson, Delleney, Lyon, Spearman, and McCarty. Colonel McCoy abstained. The motion passed.

The President began the campus update by saying the Corps had begun the fall session a week late due to the pandemic; winter furlough will begin on 24 November, with final exams being taken online over the following two weeks. Winter furlough will continue through January when reconstitution of the Corps will take place six days later than usual. There will be many challenges created by scheduling a spring sports season as some seniors will have graduated and the heavier academic load for student-athletes in the spring. Many accolades had been received pertaining to our football team's visit to West Point. The college will offer a special online "J" term from 24 November 2020 through 13 January 2021 to create an opportunity for our students to earn credit to keep on track towards a timely graduation to have the ability to lessen a future semester's academic load. Currently, we have one student quarantined as symptomatic of the virus, and four cadets quarantined due to "close contact." Of the 325 cadets randomly tested, none had positive results for COVID. Most importantly, cadets are wearing their masks. The college will continue rapid testing during the second semester.

Basketball will begin a compressed season on 25 November and the team will be on campus during Thanksgiving. Wrestling schedule is still undefined. Fourteen of our seniors, including the quarterback, will graduate prior to the spring football season. SoCon has scheduled eight football games in nine weeks.

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The Commandant, Captain Paluso, will be leaving in June 2021. The college will start the search process in November, with the anticipation of having a replacement on campus before Commencement in May to facilitate a solid turnover.

During the second semester, the Corps will be organized "as normal" in the barracks.

The college will stick with the policy of not cancelling events until the last possible minute, usually one month out.

General Walters closed by noting the Class of 2021 received their rings, then went out to a big tent on the parade deck and had a pizza and beer party. Colonel White thanked Tom McAlister and the CAA staff for the great job they did in organizing the Ring Ceremony.

Colonel Goff, Chair of the Strategy, Vision and Governance (SVG) Committee, began the update by detailing the proposed changes to the Our Mighty Citadel 2026 strategic plan. BG Selden completed the review of the changes. Mr. Adams provided an overview of the digital platform of the strategic plan which is on the college's website. The website is navigated in the traditional manner, and displays an ongoing, continuous update of progress being made on each initiative.

Colonel Pinson, Vice Chair of the Education and Leadership Development (ELD) Committee, called on LTC Brennan to begin the update with the fall enrollment 2020 briefing. She provided data pertaining to the Class of 2024 matriculation and program preferences and reviewed The Citadel Graduate College (CGC) preliminary fall 2020 enrollment numbers and student count, as well as recruitment challenges and strategies. The Provost continued the update by introducing the new faculty senate chair and providing an analysis of the latest *U.S. News & World Report* rankings, highlighting The Citadel's being named the #1 Public Regional University (South) for the tenth consecutive year.

After a brief break, Colonel McCoy, Chair of the Operations and Risk Management (ORM) Committee, called on Colonel Cansler for financial reports. Colonel Cansler began by thanking the staff for their hard work. He outlined fiscal year 2020 (FY20) budget to actuals data, and reviewed details of the FY21 budgeted E&G revenue vs. actuals numbers for Period 2, ending 31 August 2020. The FY22 proposed tuition and fees were presented. Board members commented that the college is leaving all financial options open and emphasized that any increase in tuition would be a "worst-case scenario." A final decision regarding tuition and fees will not be made by the BOV until 2021.

The Board recessed for a brief lunch break.

Colonel Goff continued the SVG Committee report by calling on Captain Lamberson to introduce the Campus Master Plan. Captain Lamberson stated the final draft is ready for presentation and asked Ms. Chinnis to continue with a review of the elements of an analysis summary, the draft plan overview, and projects and phasing.

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The Board discussed the proposed timeline of the proposed Coward Hall addition and renovation.

Colonel Lyon moved:

MOTION

“Plan and fund as the next priority construction project in accordance with The Citadel Campus Master Plan, within the next three (3) to five (5) years, the Coward Hall Mess Hall addition/renovation to accommodate family style dining by the South Carolina Corps of Cadets.”

Colonel Pinson seconded the motion.

Discussion focused on the strong desire of the alumni to push the Coward Hall expansion project forward.

Colonel Dominick moved to amend:

MOTION TO AMEND

“Move Coward Hall expansion project within the Campus Master Plan from a mid-term project to a near-term project.”

Colonel Goff seconded the motion to amend.

Colonel Goff commented that the motion was premature in that the motion for approval of the Campus Master Plan had not yet been considered.

Colonel Goff moved:

MOTION

“That the Board of Visitors approves the revisions to Our Mighty Citadel 2026 strategic plan as presented to the BOV on 16 October 2020.”

As the motion was forwarded from the SVG Committee, a second was not required. Those members voting aye: Harrington, McCoy, Love, Price, Goff, Pinson, Dominick, Nicholson, Delleney, and McCarty. Colonel Lyon abstained. The motion passed.

Colonel Goff moved:

MOTION

“That the Board of Visitors approves the Campus Master Plan as presented to the BOV on 16 October 2020.”

Colonel Pinson seconded the motion.

Colonel Dominick moved to amend:

MOTION TO AMEND

“Amend the motion by adding the words, ‘amended’ prior to Campus Master Plan and ‘Move the Coward Hall addition/renovation project within the Campus Master Plan from the mid-term projects to a near-term project’.”

Colonel Delleney seconded the motion to amend.

After discussion, those voting to approve the motion to amend: Harrington, McCoy, Love, Price, Goff, Pinson, Dominick, Nicholson, Delleney, Lyon, and McCarty. The motion to amend passed unanimously.

The amended motion was considered. Those voting to approve the amended motion: Harrington, McCoy, Love, Price, Goff, Pinson, Dominick, Nicholson, Delleney, Lyon and McCarty. The amended motion passed unanimously.

Colonel Dominick moved:

MOTION

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

- *1 June 2020 meeting*
- *10 August 2020 teleconference*
- *20 and 21 August 2020 offsite meeting*
- *1 September 2020 teleconference"*

The motion was seconded and approved unanimously by the voting members present in person: Harrington, McCoy, Love, Price, Goff, Pinson, Dominick, Nicholson, Delleney, Lyon, and McCarty.

Colonel McCoy moved:

MOTION

"That the Board of Visitors approves the FY22 tuition and fees as presented to the BOV on 16 October 2020."

As the motion was forwarded from the ORM Committee, a second was not required. The motion was approved unanimously: Harrington, McCoy, Love, Price, Goff, Pinson, Dominick, Nicholson, Delleney, Lyon and McCarty.

Colonel Goff moved to go into executive session for personnel matters to discuss Honorary Degree and Palmetto Medal nominations. The motion was seconded and approved unanimously by the voting members present: Harrington, McCoy, Love, Price, Goff, Pinson, Dominick, Nicholson, Delleney, Lyon and McCarty. Note: only the members of the Board of Visitors, the President, and the Recording Secretary were present for the executive session.

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

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Colonel McCoy moved:

MOTION

“That the Board of Visitors authorizes the awarding of Honorary Degrees to candidates A, B and C, and the non-cadet Palmetto Medal to candidates A, B and C, as discussed during the executive session at the 16 October 2020 meeting.”

The motion was seconded and approved unanimously by the voting members present: Harrington, McCoy, Love, Price, Goff, Pinson, Dominick, Nicholson, Delleney, Lyon and McCarty.

The meeting was recessed at 3:38 p.m. until the following morning.

The following Board members were present on Saturday, 17 October 2020, in the Courvoisie Banquet Hall, Holliday Alumni Center: Colonel Myron C. Harrington, Jr., Chair; Colonel Peter M. McCoy, Sr., Vice Chair; Colonel Allison Dean Love; Colonel Fred L. Price, Jr.; Colonel Dylan W. Goff; Colonel L. E. “Gene” Pinson; Colonel John C. Dominick; Colonel James E. Nicholson, Jr.; Colonel Robert E. Lyon, Jr.; members emeritus Colonel William E. Jenkinson III and Colonel Douglas A. Snyder; and Colonel Edward C. White, Jr., 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; Colonel Thomas G. Philipkosky, Senior Vice President for Operations and Administration; Captain Eugene “Geno” F. Paluso, Commandant of Cadets; Colonel John L. Dorrian, Vice President for Communications and Marketing; Dr. John P. “Jay” Dowd, III, Vice President for Institutional Advancement; Mr. Mark C. Brandenburg, General Counsel; Commander William A. Lind, Director of Executive Operations; and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors.

Mr. William M. Connor, Citadel Class of ’90, who was elected as a CAA representative on the BOV effective 1 July 2021, was present.

Presenters during the session: Mr. Henry V. Stoever, Association of Governing Boards (AGB) President and Chief Executive Officer and Dr. Joseph Burke, AGB Senior Fellow.

Voting members absent: Colonel Stanley L. Myers, Sr. and Colonel F. G. “Greg” Delleney, Jr. A quorum was present.

Chair Harrington called the meeting to order at 8:49 a.m. He reviewed the day’s agenda and upcoming events and thanked Mr. Stoever and Dr. Burke for being present to share their professional insight.

Chair Harrington noted that he had appointed Colonel Jenkinson to act as Parliamentarian during Board meetings.

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Mr. Stoever began the presentation entitled, "Best Practices for The Citadel BOV." He said the key to the presentation was participation. He discussed the strategic value of the Board, the purpose of today's discussion, and the intended outcomes. Dr. Burke continued with an agenda that included: The Citadel BOV values, mission and principles; attributes of a strategic governing board; principles of strategic board leadership; questions for reflection; how the work gets done; components of high-performance boards and committees; and AGB final recommendations.

The session continued through the morning with a brief break for box lunches at noon.

Board members offered comments regarding the morning session and suggestions for similar discussions at future BOV meetings. Dr. Burke closed by noting five things Boards do: update, approve, discuss, educate and assess. He said the Board should minimize the time spent on updating and approving, while maximizing time spent on discussing, educating, and assessing. Mr. Stoever noted the importance of "focusing on the future via strategy and focusing on the student."

There being no further business, the meeting adjourned at 12:37 p.m.

Respectfully submitted,

Patricia M. Kinard
Recording Secretary to the Board of Visitors