

THE CITADEL BOARD OF VISITORS
RETREAT MEETING MINUTES
21 AND 22 MAY 2021

The Citadel Board of Visitors (BOV) held a retreat at the St. Christopher Camp and Conference Center, Seabrook Island, SC on 21 and 22 May 2021 to: conduct a Board assessment; hold a Board and President strategic discussion; conduct a Board planning exercise; discuss fundamental mission, Board roles, principles of trusteeship and transformative governance; and discuss other BOV matters.

The following Board members were present in the Temple Conference Room on Friday, 21 May 2021: Colonel Myron C. Harrington, Jr., Chair; Colonel Peter M. McCoy, Sr., Vice Chair; Colonel Allison Dean Love; Colonel Dylan W. Goff; 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. Lyon, Jr.; Major General R. Van McCarty, State Adjutant General; and members emeritus Colonel William E. Jenkinson III and Colonel Douglas A. Snyder. Colonel William M. Connor, V, Board member-elect, was also present.

Also in attendance were: Mrs. Lori B. Hedstrom, Special Assistant to the President for Board Matters and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors. General Glenn M. Walters, President, attended for the Part II strategic discussion session only.

Presenter and meeting facilitator was Dr. Joseph Burke, Association of Governing Boards (AGB) Senior Fellow.

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 Harrington called the meeting to order at 9:00 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 introduced Dr. Burke.

The retreat focus was entitled "Assess the Past, Spotlight the Future." Dr. Burke reviewed BOV values, mission, and principles.

Part I of Agenda I was a discussion of the BOV assessment report. This included an overview of the report and introductory comments; a review of BOV strengths and challenges; and AGB recommendations.

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Part II of Agenda I included discussion, identification and prioritization. This segment included a discussion with the President; a Board identification and prioritization exercise; and a BOV goal setting exercise.

General Walters joined the session at 9:40 a.m.

After a brief break, the President said he would discuss strategic opportunities and challenges presented:

- The importance of maintaining military scholarship dollars.
- The college is doing well on recruitment with 798 deposits at present.
- Infrastructure – must decide within the next six months what project to focus on next.
- Over 25% of the Corps of Cadets are presently engineering majors. The Citadel ranks #17 in the country in engineering, and we are considering other options to expand the school.
- We are a unique niche and are doing well.
- He commented on the possibility of repurposing Stevens Barracks, and the need for a new power plant.
- We are working with Molly Spearman, SC State Superintendent, and Major General McCarty to obtain Minute Man Scholarships in order to produce teachers.
- Would like to reinstate the SC delegation gathering in Washington, DC.
- He discussed other infrastructure possibilities, noting he suggested the focus on Stevens Barracks because it has a revenue stream.

Colonel Goff noted that if the staff can get the necessary information to the Strategy, Vision and Governance (SVG) Committee that it would be possible to have the BOV “rack and stack” the proposed capital projects at the August BOV offsite.

General Walters continued:

- There will be a senior staff offsite in June.
- The objective for the fall is to “go back to normal.”
- The new Commandant, Colonel Thomas J. Gordon, held a challenging job in the Marine Corps. General Walters said he had done well and was very complimentary of Colonel Gordon’s achievements.
- The Class of ’21 did a great job handling real world experiences caused by COVID 19.

The meeting was recessed at noon for lunch.

General Walters, Colonel Jenkinson and Colonel Connor did not participate in the afternoon session.

After lunch, the Board continued with Part II of the agenda.

Dr. Burke emphasized the goal of establishing a periodic practice of frank and honest BOV discussions with the President on strategic topics, describing this practice as becoming “thought partners” to share ideas and experiences to help navigate complex challenges.

The BOV identification and priority exercise consisted of forming two groups to: determine the most strategically important issues that the Board should discuss; areas of higher education and management that the Board needs to learn more about; and what goals the Board should set for 2021-22. Each group met in a separate area to hold discussions.

When the group joined back together, the results indicated the issues proposed as being the most strategically important are:

- #1 - Prioritization of the Campus Master Plan (10 years, near term)
Tied for #2:
- Foster and maintain an environment in order to educate principled leaders
- Academic rigor
- Zero-based budget
Tied for #3:
- How to sustain our financial model
- Risk assessment
- Importance of The Citadel Graduate College

Those areas of management and governance the BOV needs to learn more about were identified as:

- Budget and expenditures
- Metrics of higher education academic quality
- Tenure

Proposed goals for 2021/2022 were identified as:

- Tied for #1:
- Improve communication with all constituents
- Ensure Corps gets back to normal cadet routine
- #2 - How BOV helps to accomplish strategic plan
- #3 - Highlight what is good about our institution
- #4 - Identify number one construction priority

Dr. Burke moved to Part IV of the agenda: fundamental mission discussion.

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Topics included principled center leadership development within quality academic environment; distinguishing principles and values; society has changed over the last century; and how will our society change in the next five to ten years. Key institutional questions and key governance questions were also reviewed.

The session was recessed at 5:20 p.m.

The following Board members were present in the Temple Conference Room on Saturday, 22 May 2021: Colonel Myron C. Harrington, Jr., Chair; Colonel Peter M. McCoy, Sr., Vice Chair; Colonel Allison Dean Love; Colonel Dylan W. Goff; 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. Lyon, Jr.; Major General R. Van McCarty, State Adjutant General; and member emeritus Colonel Douglas A. Snyder.

Also in attendance were: Mrs. Lori B. Hedstrom, Special Assistant to the President for Board Matters and Mrs. Patricia M. Kinard, Recording Secretary to the Board of Visitors.

Chair Harrington called the meeting to order at 8:50 a.m. He reminded everyone of upcoming Board teleconferences and events.

Dr. Burke resumed the discussion with Part III of the agenda, BOV roles and principles of trusteeship. He suggested a committee should be established to follow up on the tasks created during the previous day's session.

Roles of the BOV were reviewed, along with those that are less well publicized. New and emerging BOV roles and nine principles of trusteeship were examined. Dr. Burke also cited examples of management vs. governance items.

After a brief break, the session continued with the final portion, Part V, transformative governance, the key to strategic innovation and institutional transformation. Topics included: the college/university business model; from disruption to transformation; predictions about the transformation of higher education; shared services; and the Board's role in adaptive governance.

Colonel Harrington thanked Dr. Burke for conducting the highly informative session; there being no further business, the meeting adjourned at 11:09 a.m.

Respectfully submitted,

Patricia M. Kinard
Recording Secretary to the Board of Visitors