

VIRGINIA MILITARY INSTITUTE
Lexington, Virginia
Minutes
BOARD OF VISITORS MEETING
6-7 May 2011

A meeting of the VMI Board of Visitors was held in Lexington, Virginia in the Turman Room of Preston Library at VMI beginning at 0800 hours, Friday 6 May and continuing at 0800 hours, Saturday 7 May pursuant to notice.

Present: Thomas G. Slater '66, Jr., President
Elizabeth D. Camp
Dr. Lie-Ping Chang
Paul D. Fraim '71
P. Wesley Foster, Jr. '56
Bruce C. Gottwald, Jr. '81
General Ronald H. Griffith
General John P. Jumper '66
Kimber L. Latsha '77
MG Daniel E. Long, Jr.
Michael W. Maxwell '87
Anthony Q. McIntosh '89
G. Marshall Mundy '56
W. Gregory Robertson '65
James E. Rogers '67
George P. Ramsey III '72

Absent: MG Patricia P. Hickerson (present on Saturday)

Friday 6 May– 0800 hours

1. Mr. Slater presided and called the meeting to order. Colonel Michael M. Strickler '71, Secretary to the Board of Visitors, recorded the minutes.

2. A motion to approve the Board of Visitors Resolutions for the following members of the VMI faculty and staff, retiring this spring or at the end of the fiscal year, was made by General Jumper and seconded by Mr. Robertson: Colonel Steven L. Amato '83, Colonel James N. Joyner, Jr. '67, and Colonel Malcolm Muir, Jr. The motion passed. The resolutions are filed with the minutes of this meeting as **Appendix I**.

3. General J. H. Binford Peay III '62, Superintendent, briefly reviewed a “Look Back” at 35 principal events which occurred at VMI since the February Board of Visitors meeting. He highlighted the Big South Track Field Championship held at VMI noting that the athletic department did a superb job managing the event. He also reviewed a “Look Ahead” at 53

principal events that will take place at VMI between the current Board meeting and the December 2011 Board meeting. Both the “Look Back” and “Look Ahead” read-outs are filed with the minutes of this meeting as **Appendix II**.

4. Colonel Stewart D. MacInnis, Director of Communications and Marketing, previewed VMI’s new admission video. The video was three years in the making and Mr. Lee McConnell, whose son Chance is a rising First Classman, was instrumental in its production. Mr. McConnell is a special effects director in Hollywood films and offered his services pro-bono. Mr. G. Gilmer Minor III ’63 was the films underwriter. The Board then viewed the 17+ minute production.

5. General Peay briefly reviewed the 2011 legislative session in Richmond. Transportation, state budget cuts, and the Higher Education Opportunity Act (HEOA) were key issues with no capital projects approved. However, VMI was well positioned for project approval for renovations to Maury-Brooke Hall and the VMI Health Center (Post Hospital) with both receiving the “go-ahead” this spring. The legislative team worked hard to obtain language in the HEOA to reflect VMI’s uniqueness which will help the Institute in future years. The HEOA is complicated with incentives and disincentives based on various initiatives to include more in-state students receiving degrees, more students majoring in math, science, engineering, and technology (STEM), articulation agreements with other colleges, and facilities usage.

6. Brigadier General Robert L. Green ’67, Deputy Superintendent for Finance, Administration, and Support, provided an overview of the FY 2012 budget and aspects on VMI’s Six-Year Plan.

- a. State General Fund support for FY 2012 is \$11.458 million, almost \$1 million less than FY 2011...17% of the budget.
- b. Cadet Tuition & Fees and other revenue will provide \$39.858 million for FY 2012 an increase of approximately \$3.5 million (10%) over FY 2011...50% of the budget.
- c. Private funds and other revenue of \$22.903 million, a decrease of \$589,000 from FY 2011, will account for 33% of the FY 2012 budget.
- d. VMI will provide \$11.696 million for cadet financial assistance for FY 2012, an increase of \$1.184 million from FY 2011. Private restricted funds account for 65% of financial aid.
- e. The total FY 2012 budget is \$80.561 million, an increase of slightly more than \$3 million (4%). Education and General expenses account for 49% of the budget, the majority (62%) of which is used for instruction and support. The two next largest expense areas are Auxiliary Operations (22%) and Financial Aid (15%).
- f. The average enrollment over the past four years, after adding about 150 cadets with the opening of Third Barracks, is 1,548. Budgeted enrollment for FY 2012 is 1,604 of which

approximately 59% will be Virginians.

g. Tuition and Fees will increase 6.0% for in-state cadets (\$20,630) and 5.8% for out-of-state cadets (\$39,610). There was a brief discussion about percentage increases at other state colleges.

h. Salaries and fringe benefits will increase slightly (\$700,000) to \$41 million for FY 2012. Faculty and Classified employees account for about 31% each of the total and Staff at 29%.

i. The FY 2012 projected auxiliary fund balance is \$6.895 million, with a goal of maintaining between a \$6 and \$7 million balance for working capital and for facilities renewal and replacement.

j. BG Green highlighted the following areas of the FY 2012 budget.

1. No across-the-board salary increases...last state-funded increase was December 2007
2. No cuts to personnel budgets and assumes \$400,000 in vacancies/turnover savings
3. Unrestricted funds for cadet financial aid total \$1.9 million (76% increase)... approximately 42% of in-state and 57% of out-of-state cadets qualify for need-based aid. Average cadet indebtedness for FY 2010 was \$15,430 for in-state and \$20,715 for out-of-state cadets.
4. Budget projects 75 new cadets with 4-year ROTC scholarships bringing the total to 350 cadets on 2, 3, or 4 year scholarships (22% of the Corps). It is expected that four-year scholarships will decrease in the near future with a likely increase in 2 & 3 scholarships.
5. Jackson-Hope funds for academic programs total \$1.4 million, a 3.3% increase.
6. Budget provides \$1.7 million for contingencies which may be needed to address any reductions in state funding.
7. The VMI Foundation and Development Board are providing \$2.9 million in FY 2012, representing the debt service on \$45 million of bonds issued in 2006 for capital projects.

k. With regard to the HEOA, VMI's six-year plan is to be developed and adopted every two years and can be amended annually. The final template for this submission was provided by the State Council of Higher Education in Virginia (SCHEV) earlier this week. The plan is due 1 July, and VMI must meet face-to-face in the July/August time frame with the operations group comprised of the Secretary of Education, Secretary of Finance, Director of Planning and Budget, SCHEV Council Director, and staff representatives from the House Appropriations and Senate Finance Committees. The group will provide comments by 1 September and VMI will respond by 1 October at which time the Board of Visitors must approve. The Advisory Committee (HEAC) is charged with periodic reviews of the six-year planning process. Current representation on this committee includes Virginia Tech, University of Virginia, George Mason, James Madison, Christopher Newport, and the Virginia Community College System.

l. VMI must present its six-year enrollment projections by 13 May which will show a steady average of approximately 1,540 cadets with an in-state/out-of-state mix of about 58.7%/41.3%. Since the state is seeking higher enrollment of in-state students, VMI, because of its size, must make its case on the financial effects of reductions in out-of-state cadets and that the Institute's cost of education is in line with state's educational goals.

m. Projected tuition and fees would increase an average of 5.1% per year for in-state cadets to a cost of \$27,771 for FY 2018 and out-of-state T&F would increase an average of 4.5% per year to a cost of \$51,538 for FY 2018.

n. Projections for faculty increases are 4% per year beginning in FY 2013 through FY 2018 and 3% /year for staff and classified during the same period.

7. General Peay provided a brief update on VMI's upcoming fundraising campaign. The initial needs assessment is pointing towards \$200 million. Graham-Pelton Consulting, Inc., the company the VMI Foundation has selected to assist VMI, will provide a report in late spring on their assessment. The company is interviewing about 60 key alumni which will provide keen insight for setting campaign goals. The Institute is working with the Alumni Agencies on a Memorandum of Understanding which will provide best practice guidelines for the campaign and beyond.

8. Brigadier General R. Wane Schneider, Deputy Superintendent for Academics and Dean of the Faculty, reviewed several areas of the academic program.

a. He highlighted three pre-professional programs

1. About 40 cadets participate in the Pre-Law program, with Major Ryan R. Holston, assistant professor of International Studies, as advisor. Twelve law schools were on Post for the annual fall Pre-Law symposium. Cadets visited the U.S. Supreme Court in April and were briefed by Justice Alito, and John D. Adams '96, former clerk to Justice Thomas spoke at VMI. Two cadets were admitted to UVA Law School for 2011 with the assistance of VMI's graduate school relationship with UVA Law.
2. About 50 cadets participate in the Health Professions program, with Colonel Wade E. Bell, professor of Biology, as advisor. Representatives of eight graduate and/or health professions programs visited the Post this past year. VMI has graduate relationships with Eastern Virginia Medical School, Virginia Commonwealth University/Medical College of Virginia, and the Via College of Osteopathic Medicine. Two first classmen will be attending VCU/MCV this coming fall, and three other cadets are in the pipeline. Two 3rd Classmen are in the pipeline for EVMS.
3. Seventeen cadets are formally enrolled in an interdisciplinary teacher certification program in partnership with Washington & Lee University. Colonel Holly J. Richardson, professor of Physical Education, is the program director. VMI collaborates with W & L for accreditation by the Teacher Education Council. There is both course work and practicum/student teaching for certification. Mr. Ramsey noted that this program may be an opportunity to encourage cadets to come back and teach at VMI. BG Schneider said that the Academic Affairs Committee will address the issue of seeking VMI alumni for faculty positions.

b. VMI has joined the *Shepherd Higher Education Poverty Consortium*. The Shepherd Poverty Program at Washington & Lee is endowed by W & L alumnus Tom Shepherd with support from VMI alumnus Cabell Brand '44 and the Cabell Brand Center for Global Poverty and Resource

Sustainability. The Consortium, consisting of numerous colleges and universities, will collaborate on curriculum, internships, and symposia on teaching about poverty and human capability; a website for faculty and student networking; and civic engagement and research that improves local communities. VMI will develop an interdisciplinary course, Introduction to Poverty in the United States, which will be offered in the spring of 2012.

c. A VMI Chapter of *Engineers Without Borders* was established in January 2011, with Major Tim O. Moore II '97, assistant professor of Civil and Environmental Engineering, as adviser. The chapter's mission is to combine the efforts of students of all majors and interests in a collaborative effort to enhance the living conditions of developing areas worldwide. For the summer of 2011, seven cadets and four Washington & Lee students, with financial support of the local Rotary Club, are working on Phase I of a water treatment and irrigation system for Pampoyo, Bolivia. General Jumper suggested that the chapter consider contacting the military which is engaged in similar projects. Mr. Slater suggested that the chapter try to involve Dr. Paul Hebert '68, recent recipient of the Jonathan Myrick Daniels '61 Award.

d. Institute Honors Week was held the last week of March. Colonel Henry D. Schreiber, Professor of Chemistry, gave the second Honors Week Faculty Lecture. Fourteen candidates for Institute Honors (eight in science/engineering and six in humanities/social science) gave thesis presentations. Induction ceremonies by 14 departmental and three Institute honor societies were held.

e. The Big South Undergraduate Research Symposium was held at VMI in April with eleven institutions participating. There were 179 student presentations. Keynote speaker was Dr. Charles Bott '96, Chief of Special Projects, Hampton Roads Sanitation District, and guest speaker was Dr. Mark Roltsch '83, Program Director, National Heart, Lung, and Blood Institute.

f. At the annual meeting of AMCSUS (Association of Military Colleges and Schools in the United States) held in Alexandria, the chief academic officers' session was chaired by VMI. Presentations by VMI faculty were: *Balancing Academic and Non-Academic Program Demands and Leadership as an Academic Discipline*.

9. General Peay provided a brief capital projects update.

a. The North Post project (Military Leadership Field Training Grounds) is nearing completion. Construction for South Institute Hill Parking (area behind Mallory Hall and Maury-Brooke Hall) will commence this summer. State funds have been approved for renovations to Maury-Brooke Hall and the VMI Health Center (Post Hospital). These projects will commence in the spring of 2012.

b. South Post planning continues for the Corps Indoor Physical Fitness Facilities (New Indoor Training Facility and extensive renovations to Cormack Field House and Cocke Hall). Once funding is appropriated, the project will proceed in stages over four to six years.

c. There is approximately \$2 million earmarked for several smaller projects to include track and

field repairs completed for the Big South Track & Field Championships held at VMI in April, improvements to Gray-Minor Stadium for the Big South Baseball Championship in May, Kilbourne Hall Plaza repairs, Shell Hall and Carroll Hall modernization, Preston Library roof replacement and plaza repairs, Crozet Monument relocation, Post beautification/signage, and Cameron Hall and Crozet Hall electrical alterations for State Managed Shelters.

10. Colonel Vernon L. Beitzel '72, Director of Admissions, gave an admissions update for the Class of 2015.

a. VMI broke the 2,000 applications' barrier for the first time with 2,229 (1196 out-of-state, 1033 in-state) as of 3 May, an increase of more than 25% from last year.

b. Appointments total 970 (615 out-of-state, 355 in-state). The expected yield (ratio of acceptances to appointments) is 73% in-state and 36% out-of-state... total 49%. The in-state yield is extremely high and an indication of VMI's reputation in the Commonwealth.

c. The expected class size is 500, which will match last year (the largest in school history) with an in-state/out-of-state breakdown of 56%/44%.

d. The average SAT will be approximately 1155 and the average GPA about 3.49.

e. Applications for women have risen from 169 to 263 over the past four years. Fifty-eight women are expected to matriculate in August. There were 59 female matriculants last year. There are currently 140 women in the Corps.

f. There was a brief discussion about minority recruiting. The numbers will not be fully known until after matriculation, but it appears that the hiring of Captain Derik J. Screen '04, to focus on minority recruiting, is having a positive effect in this area.

11. General Peay reviewed several other areas of interest.

a. He asked Captain Susan J. Rabern (USN Retired), Director of the Center for Leadership and Ethics, to report of activities at the Center. A video on the East-Meets Conference (March 2011) is in production. The Wounded Warrior Conference is scheduled for August 2011 and the China/Africa Conference will take place in November 2011. The biennial Leadership Conference will be in March 2012, with cadets taking the lead. The Leadership & Generalship of the Civil War Conference (150th anniversary) will also take place that month to be followed in April by the Environment Virginia Conference. The Center is planning for a conference in the fall of 2012 focusing on the state of preparedness for STEM programs, a possible three-year series. VMI is scheduled to host COVES (Commonwealth of Virginia Energy Symposium) in the fall of 2012.

b. The acquisition by VMI of the Stonewall Jackson House and the SJH Foundation's assets has been approved bringing the SJH under VMI Museum Operations.

- c. Cadet leadership for 2011-2012 includes Matthew R. Brock, Regimental Commander, C. Quinn Adams, President of the Honor Court, and Joseph I. Munno, President of the First Class. Cadet Brock is a member of the wrestling team, and four other members of the Regimental Staff are intercollegiate athletes. There are four women on the Regimental Staff, along with the second woman to be a Battalion Commander, and one female Company Commander.
- d. Key personnel searches include six faculty members, the Director of Auxiliary Services to replace Colonel Joyner, and selection of Lieutenant Colonel William F. "Bill" Bither as Director of Corps Marksmanship and Men's and Women's Rifle Coach.
- e. There are several reviews and studies that will begin and/or take place over the summer: Honor Court Processes, Don't Ask/Don't Tell Repeal Approach, Leadership Task Force (faculty & staff), Blue Book Revisions, Fitness Task Force, FTX Review, Campaign Structure, AY 2011-2012 Leadership Retreat Initiative, and Ring Figure Decisions.
- f. There will be several exercises over the summer to test VMI's Mass Notification System.
- g. Numerous legislative visits will take place over the summer at VMI and throughout the state to include trips to Richmond, Norfolk, Northern Virginia, and Bristol.

12. The meeting was adjourned at 1002 hours to reconvene Saturday, 7 May at 0800 hours.

Saturday, 7 May 2010 – 0800 hours

13. Mr. Slater called the meeting to order. Mr. Gottwald and Mr. Ramsey were absent.

14. A motion was made by Mr. Latsha, seconded by Mr. Mundy, to approve the minutes of the 11 February 2011 meeting of the Board of Visitors. The motion passed.

15. A motion to approve the Board of Visitors Resolutions for Dr. Chang and Mr. Slater, who will complete two four-year terms on the Board on 30 June, was made by Mrs. Camp and seconded by Mr. McIntosh. The motion passed. The resolutions are filed with the minutes of this meeting as **Appendix III**.

16. First Class President John C. Manning, Jr., Regimental Commander David E. Gerardo, and Honor Court President Christopher J. Gingrich made brief remarks reviewing the 2010-2011 academic year in their specific areas of Corps leadership.

a. Cadet Manning said that the "Rat Breakout" was very successful. He believes that his class has prepared the Second Class leadership, and he has turned over the reins to incoming First

Class President Joseph Munno. The community service projects during spring FTX were great examples of outreach by the Corps. He noted that the overall effect of the Center for Leadership and Ethics and the conferences throughout the year (he specifically noted the East Meets West Conference) has been very positive. The Corps' Wounded Warriors project, "Pullups for Patriots," raised over \$10,500. He said that the basketball team did an excellent job both on the court and in the Corps, bringing much excitement to the Corps. The First Class selected Sharif L. Gray, Honor Court Prosecutor, as their valedictorian.

b. Cadet Gerardo said that the Fourth Class received excellent training after "Breakout" which will make 2014 a stronger class. He also mentioned the importance of the leadership training received by the current Second Class. His staff has worked hard to establish two SOPs for next year – one will provide guidelines for parade and formation attendance for Regimental Staff and other officers and the second will reinstate discretionary abilities of cadet captains. He hopes that next year's staff will build on the foundation of trust established this year with the privates in the Corps to make them feel more ownership in the regimental system.

c. Cadet Gingrich said that a survey conducted by last year's Honor Court with 500-600 responses provided much useful information. He and his staff concentrated much of their education efforts on the correlation between the Honor Court and VMI regulations and from these sessions the Court was able to make some necessary changes. One of the Court's major successes was to lay the foundation for a conference in the spring of 2012, *Honor in American Universities*. In response to a question from Mr. Maxwell, Cadet Gingrich sees a huge change over a cadetship in the concept of honor in light of most cadets coming from high schools in which honor is not a priority.

17. The Board received remarks from representatives of the Alumni Agencies: Colonel Randolph M. Blank '67, President of the VMI Alumni Association; Mr. Walton M. Jeffress '68, Vice-President/Administration of the VMI Foundation; and Mr. Charles F. Plageman '90, President of the VMI Keydet Club.

a. Colonel Blanks highlighted the excellent work and coordination with the admissions of Nichole Kramer '03, New Cadet Recruiting Officer...and the initiatives of Eric J. Hunter '08, Placement Officer working with alumni chapters for networking opportunities and the online publication of the *Career Networking Monthly* from which the Alumni Association has received a tremendous response. The spring reunions brought 539 alumni back to Post with the featured Class of 1961 (50th reunion) having 72% participation. The Class presented General Peay with a check for \$8.6 million for the Institute. The Association is creating applications for I-phones which will allow alumni, wherever they may be, to locate other alumni and also to obtain various information from the VMI Alumni Association database.

b. Mr. Jeffress reported that Brian Crockett, CEO of the Foundation, has made significant progress in recovering from his heart attack on 17 February. His return is scheduled for mid-May. In the interim Warren J. "Buddy" Bryan '71, Vice-President, David L. Prasnicky, Chief Financial Officer, and staff are doing a superb job in Mr. Crockett's absence. As of 30 April, the Foundation has received gifts totaling \$9.3 million dollars, plus book pledges and planned gifts of \$5.7 million, from 5560 donors of which 3,540 are alumni. Both Mr. Ramsey and Mr.

Gottwald are representatives on VMI Holdings, LLC (former Investment Committee). Through 31 March, the VMI endowment has recovered to \$316 million, \$40 million from its all-time high, and another 3% increase is expected from April...the rate of return to date is 20%. The Foundation has provided \$20 million in assistance to VMI this fiscal year. Graham-Pelton Consulting, Inc. is working closely with General Peay and his staff on the upcoming campaign. The planning study initiated in March will be completed by 30 June. Between 50-60 key donors have been or will be interviewed, focus groups are being conducted, and approximately 4,000 alumni and friends will be surveyed in May.

c. Mr. Plageman reported that the Keydet Club, year-to-date, is ahead of its fund-raising total from last year. The "Funding for Success" model is helping to raise the bar for fund-raising efforts. Former athletes and supporters are being approached with an outline of the dollars necessary for success rather than mediocrity. Approximately 1/3 of VMI's football starters next fall will be 5th year seniors, which must be done to compete at the NCAA Division I level. The Keydet Club auction scheduled for May in Washington, DC was cancelled, and an on-line auction is being held as a test model.

18. Gary and Jo Ann Redmond, Presidents of the 2010-2011 Parents Council, provided highlights of the work of the Council's four committees.

a. The Activities Committee assisted 501 matriculating cadets move into Barracks, fed approximately 2,400 cadets, visiting parents, and alumni at four football games, started the year with \$604, had two new grills donated, and ended the year with \$1,000 to carry over.

b. Membership in The Society of Family and Friends increased to 933 members who have contributed over \$787,000 to date to the VMI Foundation for FY 2011.

c. The Communications Committee had two major projects: A Parent's Council Facebook page was launched to link parents in an informal way to ask each other questions and provide support. No grievances, comments on school policy, or discussion of individual cadets were allowed to be posted. The second project was the VMI Vocabulary pamphlet which will be ready for fall 2011.

d. The Recruiting Committee actively participated in six Admissions Open Houses which were attended by 840 prospective cadets. Committee members also attended local recruiting efforts throughout the country.

e. Parents Council Presidents for 2011-2012 are Tom and Karen Johnson.

f. General Peay read a Certificate of Excellence citation that he presented to the Redmonds, whose triplets (Angela, Stephen, and Thomas) will graduate from VMI on 16 May.

19. Mrs. Camp, Chair of Academic Affairs, reported on the meeting of her committee.

a. Colonel Beitzel provided an admissions report. In addition to the information given to the Board on Friday, the incoming “Rat” Class will number approximately 500 with 56% in-state and 53% declaring majors in STEM programs.

b. A motion was made by Mrs. Camp, seconded by Mr. Maxwell, that the Academic Affairs Committee has considered the Changes in Faculty and Staff, dated 5 May 2011 and recommends that the Board of Visitors approve these changes. The motion passed.

c. A motion was made by Mrs. Camp, second by Mr. Foster, that the Academic Affairs Committee has considered the Graduation List for May 2011 graduates, dated 15 April 2011. The Committee recommends the Board of Visitors approve this preliminary list of graduates. The Board of Visitors grant to the Deputy Superintendent for Academics and Dean of the Faculty the authority to delete names of cadets who do not meet the requirements for graduation from VMI and to add the names of graduates who may fulfill the requirements for graduation. The Committee further recommends that the final list of 31 January 2011 graduates, dated 2 February 2011, be filed with the minutes of this meeting. The motion passed. The list of 31 January 2011 graduates is filed with these minutes as **Appendix IV**.

d. A motion was made by Mrs. Camp, seconded by General Jumper, that the Academic Affairs Committee has considered changes to the Faculty Handbook and recommends that Board of Visitors approve these changes for the **Faculty Handbook May 2011** and that these changes be made part of the minutes of this meeting. The motion passed. The memorandum and accompanying Appendix A are filed with the minutes of this meeting as **Appendix V**.

e. A motion was made by Mrs. Camp, seconded by Mr. Mundy, that the Academic Affairs Committee has considered the proposals approved for funding (Enclosure (1) by the Jackson-Hope Board of Overseers and recommends that the Board of Visitors approve these appropriations. The motion passed. The memorandum to the Board and Enclosure 1 are filed with the minutes of this meeting as **Appendix VI**.

f. BG Schneiter provided the committee academic program highlights many of which are included in item #8 of these minutes. He also noted that the Dean’s office, in conjunction with members of the Board, is in the process of formalizing a program to identify cadets who may have potential to return to the faculty, through the use of mentors, stipends, and/or incentives. Mr. Slater noted the importance of this initiative and the Boards’ concern of the declining percentage of alumni on the faculty. Dr. Chang asked if VMI could mention that military experience is a consideration when advertising for faculty positions. Jake A. Belue, VMI’s representative in Virginia Attorney General’s Office, responded in the affirmative.

g. VMI currently has 14 relationships/partnerships with graduate school programs, and a new initiative is underway with the English Department at the University of Arizona at Tempe.

20. Mr. Robertson, Chair of Audit, Finance, and Planning, reported on the meeting of his committee.

- a. Jennifer Shreck and Eric Sandridge from the state office of the Auditor of Public Accounts reported a clean audit with no exceptions for VMI. They praised the work of Colonel Robert W. Gilbert, Comptroller, and his staff, stating, “VMI is the standard bearer in the state.”
 - b. The committee received information from the VMI Foundation. If the current rebound in the Foundation’s endowment continues, the 36 month rolling average (on which funding to VMI is based) may help the funding level to the Institute.
 - c. A motion was made by Mr. Robertson, seconded by Mrs. Camp, that the Board of Visitors approve the FY 2012 Operating Budget. The motion passed. VMI’s Operating Budget 2011-12 is on file in the office of the Deputy Superintendent for Finance, Administration, and Support. The memorandum to the Board is filed with the minutes of this meeting as **Appendix VII**.
 - d. A motion was made by Mr. Robertson, seconded by MG Hickerson, that the Board of Visitors adopt VMI’s financial policies and procedures as revised May 2011 and as documented in the Colleague Finance System Departmental Manual. The motion passed. The Colleague Finance System Manual is on file in the office of the Deputy Superintendent for Finance, Administration, and Support. The memorandum to the Board is filed with the minutes of this meeting as **Appendix VIII**.
 - e. A motion was made by Mr. Robertson, seconded by Mr. Rogers, that the Board of Visitors approve a Resolution of the Board of Visitors of the Virginia Military Institute pertaining to the transfer or assignment of private contributions to the VMI Foundation. The motion passed. The memorandum to the Board and the Resolution, are filed with the minutes of this meeting as **Appendix IX**.
 - f. The committee received an update from Colonel Thomas W. Hopkins, Director of Information Technology. VMI continues to increase its band-width. IT has been monitoring wireless access from individuals driving on Post and accessing the Internet through VMI’s connection. Steps are being taken to filter access to inappropriate sites. A separate test showed that few cadets are accessing inappropriate sites.
 - g. VMI had 32 issues of non-compliance with State expenditures policy on VMI’s internal policy report. However, none are of substance.
 - h. VMI is in compliance with SCHEV’s 13, Level 2, Institutional Performance Standards.
 - i. The committee heard brief updates on the Violence Prevention and Threat Assessment Committee and ongoing efforts with SWAM (Small – Women and Minority) business purchases.
 - j. BG Green and Colonel Gary R. Knick, Treasurer, provided a summary of expense “drivers” to help the committee understand the reasons for cost increases to tuition and fees and the overall budget. Mr. Robertson requested that the report, showing the comparison of employee to student ratio among state colleges, be distributed to the Board.
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21. Mr. Fraim, Chair of Appeals, reported on the meeting of his committee.

a. Colonel Thomas S. Baur '75, Superintendent's Representative to the Honor Court, reviewed Honor Court activities with the committee. There have been 14 cases of honor violations: five cadets resigned after pre-trial hearings and were dismissed; eight trials resulted in five convictions and three acquittals; and one case is pending. In addition there is one appeal of a conviction that has recently been filed.

b. There was again discussion regarding the request by an alumnus to reopen a 1998 honor court case. The committee had earlier denied the request. Mr. Belue, VMI's representative in the Virginia Attorney General's Office, met with the alumnus and his subsequent letter to the alumnus was shared with the committee. The request was denied.

c. Colonel Baur introduced next year's Honor Court President, Cadet C. Quinn Adams.

d. General Peay told the committee that a small group to include cadet Honor Court members, alumni, faculty, and staff would review Honor System processes and Honor Court procedures over the summer. The committee briefly discussed some of the issues which may be reviewed.

22. Mr. Mundy, Chair of Athletics, reported on the meeting of his committee.

a. Two of VMI's athletic teams (basketball and wrestling) were penalized one scholarship, from the NCAA maximum, allowed due to falling below the 925 four year average on the Academic Progress Rating (APR). This rating is based on eligibility and retention. Neither sport has the maximum number of scholarships allowed, so this did not affect scholarship numbers.

b. Within the Big South Conference, VMI's APR ratings are comparable with other schools in spite of the fact that VMI suspends or dismisses student/athletes for demerits, alcohol, and drugs. Comparing four year graduation rates (2004-07), VMI ranks second in the Big South with 67% of its scholarship athletes graduating and first among all students with a 72% graduation rate.

c. Athletic Director Donald T. White '65 highlighted some athletic accomplishments. First Classman Felix Kitur won the IC4A 800 meters for the second year in a row and led the VMI 4 x 800 relay team to the fastest Division I time of the year. Kitur was also selected the men's Most Outstanding track performer in the Big South Track & Field Championships held at VMI. VMI finished fourth in the men's competition with 10 points separating the second, third, and fourth place teams. First Classman Austin Kenon was named First Team All Big South in basketball and Fourth Classman D. J. Covington was selected Big South Freshman of the Year and the top freshman player in the State of Virginia. In wrestling First Classman Josh Wines won his third consecutive Southern Conference Championship in the heavyweight division. Coach White noted that basketball and baseball have been very competitive both in and out of Conference play in recent years.

d. VMI will play the University of Akron next fall and receive a \$275,000 guarantee. The team will play Navy in 2012 and the University of Virginia in 2103.

e. Over the past 30 years the intercollegiate athletic program has grown from 11 to 18 sports, and the budget has grown from \$1.13 million to approximately \$8 million.

f. The completion of the facilities at North Post will provide much needed playing and practice areas for both intercollegiate and club sports teams.

23. General Griffith, Chair of Cadet/Military Affairs, reported on the meeting of his committee.

a. The report from Cadet Life showed a plethora of activities with numerous possibilities for participation and/or competition in organizations and club sports.

b. Approximately 63% of the Class of 2011 will commission in the Armed Forces – Army 101, Navy 22, Marine Corps 34, Air Force 21. Six Air Force cadets competed for rated slots and all were selected.

c. The Department of Defense personnel budget for the Air Force will not support all who want to stay on duty. This will impact AFROTC scholarships, particularly 4-year scholarships. There were 14 cadets who were planning to commission in the Air Force, but were not invited to summer camp because of lack of slots. VMI is working to facilitate transfers to other branches so these cadets can be commissioned. Cooperation between the services is excellent.

d. The Simultaneous Membership Program (SMP) through the National Guard offers cadets an opportunity for scholarships of \$19,200 per year (in-state cadets) and \$24,000 per year (out-of-state cadets). Cadets may also do their weekend training at VMI. These cadets must go through basic training and Advanced Individual Training. SMP will help offset probable reductions in scholarship dollars as U.S. Defense draws down with the closing of two wars.

24. Mr. Rogers, Chair of External Relations, reported on the meeting of his committee.

a. The transfer of the endowment (approximately \$350,000) of the Stonewall Jackson House Foundation and the Jackson House was finalized on 5 May. SJH and its two employees will now be under the umbrella of VMI Museum Programs, directed by Colonel Keith E. Gibson '77.

b. Colonel Gibson reported that the new name of the New Market operation is The Virginia Museum of the Civil War – New Market Battlefield State Historical Park. He noted that the display of the world renowned Stewart Gun Collection is complete at the VMI Museum, and he is also planning a new Alumni Exhibit. He will establish an in-house Board of Directors to help prepare a multiple-year plan for the Museum.

c. Key external and media relations events this semester have been the East Meets West Conference and Admiral Mike Mullen's (Chairman, Joint Chiefs of Staff) acceptance as commencement speaker.

- d. Marketing initiatives in recent years have positively influenced the numbers of admissions' inquiries, which have risen from 12,000 to 18,000.
 - e. Through the efforts of Kate Crossman, Web Communications Designer, VMI will unveil a new and improved website on 1 July 2011.
 - f. The *Institute Report* has proven to be an excellent communications tool with alumni, parents, and friends of VMI.
 - g. Theodore F. Adams '83 of McGuire-Woods Consulting provided information on redistricting in the areas of VMI's four members in the General Assembly and how that may affect their re-election bids. Senator Creigh Deeds will now represent the City of Lexington.
 - h. In the area of local government relations, Lieutenant Colonel Dallas B. Clark '99, Institute Planning Officer, highlighted 28 initiatives which have had a positive effect on VMI's community relations.
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25. General Jumper, Chair of Nominating and Governance, reported on the meeting of his committee.

- a. The committee discussed the status of MG Hickerson's term on the Board. She occupies an in-state non-alumnus position, and will be moving to Florida in June. VMI has asked the Governor's office to allow her to complete her term on the Board. The decision is pending.
- b. Regarding the low percentage of alumni on the faculty, General Jumper and Mrs. Camp are working with BG Schneider and the Alumni Association to obtain an accurate list of alumni who have the general qualifications to serve on the faculty. The next step would be to communicate to alumni faculty position openings for which they would be qualified.
- c. A motion was made by Mr. Rogers, seconded by Mr. McIntosh, that the Board of Visitors adopt the following slate of officers for 2011-2012: Mr. Fraim – President; General Jumper, Mr. Ramsey, and Mr. Rogers – Vice-Presidents; MG Hickerson with General Griffith as the alternate if MG Hickerson is not allowed to complete her term on the Board – non-alumni member of the Executive Committee; Colonel Strickler – Secretary; Cadet Joseph I. Munno '12 – Cadet Representative. The motion passed.
- d. The appointment process for new Board members was initiated by the Alumni Association in March with their letter and recommendations (per state code requirements) to the Governor. In conjunction with the Alumni Association, General Peay and Mr. Slater have been working this issue. The terms of Mr. Slater and Dr. Chang expire and Mr. Foster and Mr. Maxwell are up for reappointment.
- e. The following motion was made by General Jumper and seconded by Mr. Mundy: The VMI Bylaws of the Board of Visitors [addition to Article I, Section 6 (J)] shall be amended as follows: The President will appoint one member of the Board each year who will serve on both the Audit-

Finance & Planning and Athletic Committees. This member will attend, either in person or by teleconference, at least one of the semi-annual meetings of the "NCAA Academic Progress Rate and Academic Improvement Plan Committee" chaired by the Deputy Superintendent for Finance, Administration, and Support. The motion passed. The memorandum to the Board is filed with the minutes of this meeting as **Appendix X**.

26. **Entered into Closed Session:** A motion was made by Mr. Frain, seconded by Mr. Latsha, to enter into a Closed Meeting. The motion passed and the Board entered into Closed Session at 1140 hours to discuss:

1. Disciplinary and other matters involving specific cadets (pursuant to 2.2-3711 (A) 2) relating to information contained in a scholastic record.
2. Discussion of prospective candidates for appointment of specific public officers of any public body (pursuant to 2.2-3711 (A) 1 relating to the VMI Board of Visitors.
3. Consultation with legal counsel regarding specific legal matters requiring the provision of legal advice by such counsel (pursuant to 2.2-3711 (A) 7) relating to OCR and EEOC complaints.
4. Personnel matters related to specific individual employees or candidates for employment (pursuant to 2.2-3711 (A) 1), relating to performance and compensation.

27. **Return to Open Meeting:** At 1158 hours, a motion was made by General Jumper, seconded by Mrs. Camp, certifying the Closed Meeting. The motion passed.

28. A motion was made by Mr. Frain, seconded by Mr. Foster to approve General Peay's report on the Superintendent's MBOs for 2010-2011 and the Superintendent's MBO's for 2011-2012. The motion passed. Both documents are filed with the minutes of this meeting as **Appendix XI**.

29. In accordance with the Superintendent's contract, the Board of Visitors approve a 30% of base-pay deferred compensation payment in the amount of \$102,000 for FY 2011. This payment will be added to General Peay's deferred compensation account on 30 June 2011. The motion passed.

30. There being no further business to come before the Board, the meeting was adjourned at 1202 hours.

Michael M. Strickler '71, Secretary