

VIRGINIA MILITARY INSTITUTE
Lexington, Virginia
Minutes
BOARD OF VISITORS MEETING
26-27 August 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 1200 hours, Friday 26 August and continuing at 0800 hours, Saturday 27 August pursuant to notice.

Present: John C. Allen '62
 Elizabeth D. Camp
 P. Wesley Foster '56
 Paul E. Galanti
 Bruce C. Gottwald, Jr. '81
 MG Patricia P. Hickerson
 General John P. Jumper '66
 Kimber L. Latsha '77
 G. Marshall Mundy '56
 George P. Ramsey III '72
 W. Gregory Robertson '65
 James E. Rogers '67
 Ernesto V. Sampson, Jr. '98
 Joseph I. Munno '12 (present on Saturday)

Absent: Paul D. Fraim '71, President
 General Ronald H. Griffith
 MG Daniel E. Long
 Anthony Q. McIntosh '89

Friday 26 August – 1200 hours

1. Mr. Rogers presided, in the absence of Mr. Fraim, who was called back to Norfolk due to Hurricane Irene, and called the meeting to order. Colonel Michael M. Strickler '71, Secretary to the Board of Visitors, recorded the minutes.

2. Mr. Rogers welcomed new board members Mr. Allen, Mr. Galanti, and Mr. Sampson.

3. General Peay gave a PowerPoint brief on numerous Institute related topics.

a. He highlighted events that have occurred since the May Board meeting. A complete list of these events "A Look Back" is filed with the minutes of this meeting as **Appendix 1**.

- b. Cadet leaders for the 2011-12 Academic Year include Joseph I. Munno, First Class President; C. Quinn Adams, Honor Court President; Spencer C. Wackelin, Officer of the Guard Association President; and Timothy M. Graziano, Rat Disciplinary Committee President. The Regimental Commander is Matthew R. Brock, and Battalion Commanders are Bridget Anne Conley and John E. Alerding. The make-up of the Regimental Staff includes six men and three women.
- c. The new Rat Class, at 509 (56 women), was the largest in VMI history. Applications totaled 2,244, also a record, and there was a 25.3% increase from the previous year. The acceptance rate was 45% with 57% Virginians and 50% majoring in math, sciences, and engineering (STEM).
- d. Upon return of the “Old Corps,” there will be approximately 1,644 cadets, with 60% Virginians, 23 from foreign countries, 47% majoring in STEM, and 431 NCAA athletes.
- e. Since assimilation of women in 1997, applications and matriculation numbers have shown a steady increase. The current Corps will have approximately 160 women cadets. To date, there are 205 women graduates.
- f. Over the past eight years, total enrollment has grown from less than 1350 to more than 1600; the percentage of Virginians has increased from approximately 52% to 60%; STEM majors (when including Psychology) have increased from 39% to 51%, excluding Psychology – the increase has been from 35% to 40%, and commissioning has increased from 38% to a 2011 high of 58%. The average first-year Rat attrition during this period has been approximately 19%, more than 2% below the 20 year average.
- g. Captain Susan J. Rabern, Director of the Center for Leadership and Ethics (CLE), highlighted several areas of the CLE program to include the Leadership Book Program (this fall, *Quiet Strength* by Tony Dungy and *Westmoreland: The General Who Lost Vietnam* by Bob Sorley); Leadership Focus Group discussions; cadet fellowships for Honor Court members to travel to Service Academies and other Senior Military College to discuss honor; the Gottwald Leadership Lecture – LTG John W. Knapp ’54; and Faculty & Staff Development, a collaborative effort across Post based on faculty needs. There are four major conferences for 2011-2012: Stability & Economic Development in Sub-Saharan Africa; Second Biennial Leadership Conference – Cheating in American Colleges & Universities; Virginia Sesquicentennial Conference – Leadership and Generalship in the Civil War; and the 23rd Annual Environment Virginia Symposium. Two conferences are currently scheduled for the fall of 2012.
- h. Partnership agreements with 14 graduate schools are in-force: Florida State University (Communications), National Defense University (International Relations), Virginia Tech (Civil & Environmental Engineering), Via College of Osteopathic Medicine, VCU School of Medicine, U.S. Southern Command (International Studies), Landstuhl Regional Medical Center, UVA Law School, Eastern Virginia Medical School, UVA Darden Business School, VCU Business and Engineering Schools, William & Mary Mason School of Business, and Arizona State University – Tempe (English). The Dean’s Office is actively working five more Virginia schools and one non-Virginia school.

- i. General Peay highlighted several Corps contemporary issues.
 1. Two major changes have been approved by the Board of Visitors based on recommendations from the Honor Court Task Force which met over the summer. Lawyers will no longer be allowed to represent cadets at Honor Court hearings, and parents of accused cadets will no longer be allowed in the courtroom during a hearing. Lawyers can assist in the preparation of a case, but not with the hearing or other pre-trial meetings. A cohort of trained faculty & staff will be available to serve as counsel for the accused.
 2. For Ring Figure weekend, the ring presentation will be in Cameron Hall so all relatives can attend. The Ring Figure Ball will be held in the CLE with only the class members and their dates.
 3. The Fitness Task Force concluded its work over the summer. The VMI Fitness Test (VFT) will now be controlled by the Commandant. VFT scores will no longer be a percentage of PE course grades. The remediation program will be greatly enhanced for those who do not pass the test.
 4. There were several meetings over the summer regarding repeal of Don't Ask Don't Tell. There will be no changes in the physical plant, and the VMI leadership will continue to ensure that all cadets, faculty, and staff are treated with respect and civility and that all Institute programs are executed in accordance with the law.
 5. The most notable change to the Institute Daily Calendar is that there will be only one SRC formation at 1910 hours for all members of the Corps.
 6. A major change in the Bluebook is that Rats/fourth classmen cannot have a dating relationship with any member of the Corps throughout the academic year.

- j. General Peay provided a capital projects' update.
 1. The Military Leadership Field Training Grounds at North Post is almost 100% complete. All obstacle courses are ready and the "Turf" field has been used for drill during cadre week.
 2. Upgrades to Carroll Hall have been completed. Renovations for Shell Hall, which will be dedicated on 28 October, are ongoing. Shell Hall (former Maury-Brooke Hall) houses the Honor Court, Registrar, Academic Advising, Quartermaster Activities, Regimental Band/Pipes & Drums, and the Glee Club.
 3. Construction on South Institute Hill Parking will begin this fall in the area behind Maury-Brooke Hall (New Science) and will have 91 ground parking spaces.
 4. Renovation on the Health Center, a \$5 million project, (formerly known as the VMI Hospital) will begin in December with completion in 12 months or less. Renovation on Maury-Brooke Hall (\$19 million) will begin in January with completion in 18-24 months. When completed, VMI's science building will be a state-of-art facility.
 5. Summer projects totaling more than \$2 million have been completed or are nearing completion to include Kilbourne Hall plaza repairs, Preston Library roof and plaza repairs, improvements to track and baseball facilities needed for Big South Conference Championship events, and Cameron and Crozet Hall managed electrical alterations.

- k. As required by the Higher Education Opportunity Act 2011, VMI presented its Six Year Plan on 17 August to a six member panel comprised of representatives for the Secretary of Education

and Secretary of Finance, Director of Planning and Budget, SCHEV Council Director, and staff representatives from the House Appropriations and Senate Finance Committees. The Six Year Plan focuses on the 2012-2014 biennium and addresses Education and General programs. It assumes no increases in state funding, tuition and fee increases averaging 5.9% (Virginians) and 5.2% (non-Virginians), the addition of four new faculty members, a 2% salary increase, additional financial aid of \$1.1 million, cost increases of \$340,000, and reduces the contingencies budget. The presentation highlighted the Institute's commitment to excellence including a 55% target enrollment of in-state cadets, financial aid for every "in need" cadet, year round & full utilization of facilities, local and statewide instructional relationships and resource sharing, increased degrees in STEM, increased commissioning, and maintaining a 95% level of employment of graduates (within five months of graduation) with salaries above the national median in their academic majors.

l. VMI's capital projects priority for the 2012-2014 biennium is for Phase I and Phase II of the Corps Physical Training Facilities. Phase I includes construction of the Indoor Physical Fitness Training Facility (IPFTF) and detailed planning for Phase II (cost \$81 million). Location of the IPFTF will be adjacent to Cameron Hall across Diamond Street. The project includes an indoor obstacle course, leadership reaction courses, weight and cardio training rooms, a climbing wall, a state-of-the-art running track, drill areas, and support spaces. There will be a bridge over Route 11 to the South Institute Hill parking area. Phase II (\$24.7 million) focuses on complete renovations for Cormack and Cocke Hall. The Physical Education Department will be relocated to Cormack Hall which will be renovated for PE-specific academic courses, a new NCAA wrestling facility, and an exercise science laboratory. Cocke Hall will be fully enhanced for Corps and faculty/staff support with physical training areas, weight and cardio training rooms, restrooms, cadet activity spaces, and support spaces.

m. The current formula for the state's base budget adequacy shows that VMI is 119% of full funding. The model reflects a 15 to 1 student/faculty ratio higher than the Institute's 12 to 1 ratio. VMI's effort is to align its program with that of the service academies and other institutions with 30% or higher STEM majors which have lower student/faculty ratios. These proposed adjustments would bring the base budget model closer to VMI's E&G budget, indicating 100% of full funding. This request was presented to the State Council of Higher Education in Virginia (SCHEV) on 11 August.

n. The state's written comments on the Six Year Plan are due 1 September with VMI's response due 1 October after approval by the Board of Visitors. Additional biennium budget assumptions:

1. No state salary increases until 2015 (six consecutive years without an increase, though VMI is proposing its own 2% increase)
2. Annual vacancy/turnover savings of \$385,000
3. Utilities and insurance increases of 5% annually
4. Tuition and private unrestricted funds, providing need-based financial aid, will increase to \$2.72 million in 2014
5. Auxiliary fund balance and Superintendent's discretionary funds used to balance the Intercollegiate Athletic Budget with management actions to be taken to make the program sustainable
6. Keydet Club support for scholarships and operations to be level-funded in FY 2013 & 14.

7. The CLE will continue to be funded from private funds and conference revenues.
 8. Museum Operations will continue on a break-even basis.
 9. Average enrollment approximately 1565
 10. State General Funds revenue of \$7.5 million per year with tuition & fees revenue increasing to \$27.4 million
 11. Tuition & Fee increases ranging from 6.2% to 5.5% for in-state cadets and 5.4% to 4.9% for out-of-state with FY 2014 costs of \$23,124 (in-state) and \$43,813 (out-of-state)
 12. Auxiliary Fund Balance will increase slightly to \$6.9 million as will Unique Military Program (UMA) revenues to \$6.9 million, contingencies budgeted will be \$1.65 million, and unrestricted local funds from the VMI Foundation will be level funded at \$2.6 million annually. The Auxiliary Fund Balance may loan the Athletic Department \$1.2 million in FY 2012.
- o. For FY 2011, cadets received a total of \$18.428 million in financial aid (Federal-\$1.27 M, State-\$785K, ROTC-\$7.768 M, and VMI-\$8.604M). Cadet loans totaled \$8.153 million (Federal Student-\$4.855M, Federal PLUS-\$2.196M, and Private Student-\$1.101M).
- p. In the Six Year Plan the estimated percentage breakdown of revenue sources for FY 2018, debt service included, will be approximately 49% (cadet revenue), 26% (private and other), and 25% (state funds).
- q. The FY 2011 athletic budget had a shortfall of \$557,000 (scholarship over budget and fund-raising under target). Estimated new funding for FY 2012 is \$1.2 million. A financial recovery plan and a balanced budget plan are drafted and under consideration. General Peay stressed the importance of fixing this problem area and significantly increasing the athletic endowment.
- r. Plans for the next VMI fundraising campaign are progressing. A Memorandum of Understanding (MOU) with Alumni Agencies is being finalized so that all of VMI will be working together on the "Campaign." Funding needs totaling \$200 million have been identified. A breakdown of the needs are \$75M for Academics, \$30M for Military, \$50M for Annual & Long-Term Support, \$22M for Athletics, and \$23M for Legacy – VMI Museum Operations and Moody Hall.
- s. General Peay highlighted some of the events that will occur at VMI from the end of August to Christmas furlough. A complete list of these events "A Look Ahead" is filed with the minutes of this meeting as **Appendix 1**.
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4. Mr. Robertson said that VMI will probably continue to have increases in applicants, as long as its pricing remains competitive, because VMI does attract those student who "do not want ordinary" and parents are realizing the added benefit of their children coming to VMI.

5. Mr. Rogers asked if there was anything much different in this year's admissions' statistics as opposed to last year. Colonel Vernon L. Beitzel '72, Director of Admissions, mentioned the yield (reservations divided by appointments) for out-of-state applicants dropped

from 38% to 36%. There were numerous late out-of-state cancellations; the ones who can be identified usually cite financial reasons. He also mentioned that there were 34 transfer cadets, an increase over past years. Many of them were applicants who were not accepted the previous year, but maintained their interest and performed as required at another institution. He foresees this applicant pool increasing in the future.

6. General Peay asked Colonel Timothy P. Golden '71, Director of Financial Aid, to comment on his area. For Academic Year 2011-2012, over 2,000 cadets and appointed applicants submitted financial aid applications, and those numbers will likely rise. Many parents make significant financial sacrifices, recognizing VMI's educational value. VMI has a robust financial aid program, and its importance will continue to grow.

7. There was brief discussion of increases in tuition & fees, not only at VMI but at other colleges. General Peay noted his concerns, yet he and several board members also pointed out that VMI's ongoing programs of excellence and its value added education, coupled with fiscal responsibility and financial aid make the Institute a "collegiate best buy".

8. The meeting was adjourned at 1329 hours to reconvene Saturday, 27 August at 0800 hours.

Saturday, 27 August 2010 – 0800 hours

9. Mr. Rogers called the meeting to order. Attendance was the same as on Friday.

10. A motion was made by General Jumper, seconded by Mr. Galanti, to approve the minutes of the 6-7 May 2011 meeting of the Board of Visitors. The motion passed.

11. First Class President Joseph I. Munno, Regimental Commander Matthew R. Brock, and Honor Court President C. Quinn Adams were introduced and made brief statements to the Board regarding their particular areas within the Corps of Cadets.

a. Noting that VMI is a demanding school, Cadet Munno said that Officers of the Class of 2012 had three major goals: 1) Significantly reduce negative stigma within Barracks by being optimistic leaders. 2) Communicate effectively within the class system and with faculty & staff. 3) Ensure that the Ratline is administered professionally so that it is a rewarding experience. He also noted the importance of the Center for Leadership & Ethics and the Military & Leadership Field Training Grounds at North Post and that the Corps will make great use of the facilities.

b. Cadet Brock also pointed out that regimental system plans to administer a hard, professional Ratline while developing civility. He and his staff will also focus on health and wellness of the

Corps emphasizing physical and nutritional factors. The addition of another workout room in Barrack will be very helpful. The 0600 remedial sessions, for those cadets who have failed the VMI Fitness Test (VFT), will be motivational, encouraging them to pass the test. The S-6 staff (athletics) is developing a stronger intramural program to enhance Company competition. In addition the regimental staff will work to improve the relationship between the Corps and the athletes...the fact that both he and Cadet Munno are NCAA athletes will be a catalyst for this goal.

c. Cadet Adams said that the Honor Court is currently educating the incoming Rats stressing that they follow the charter of the Honor Code, but also follow the Code because they intrinsically believe in it. Education sessions for the “Old Corps” will begin upon their return; the Court’s goal is to foster discussion and have honor talked about on a daily basis. There will be significant Corps involvement in the spring 2012 conference, Cheating/Honor in American Universities, to be held at the CLE. E-mailing the Corps on honor issues will continue with questions posing how cadets would handle particular issues...answers will be posted anonymously. There will be special emphasis on the toleration clause. Members of the court will visit the service academies and other senior military colleges to talk with their members of their honor courts. Court members will also reach out to local area secondary schools to discuss honor issues at that level.

12. The August Board meeting provides an annual opportunity for public comment to the Board. Mr. Rogers asked if anyone in attendance wished to address the Board. There were none.

13. The Board received remarks from representatives of the Alumni Agencies: Colonel Randolph M. Blanks ’67, President of the VMI Alumni Association; Mr. Walton M. Jeffress, Jr. ’68, President, VMI Foundation; and Mr. William A. Paulette ’69, CEO, VMI Keydet Club.

a. COL Blanks reported that 600 alumni have registered for fall reunions. Highlighting the theme “if we can get them here, they will give,” 33% of the alumni at the spring reunions produced 66% of giving to VMI from those classes. The Class of ’61 had 73% of their Brother Rats in attendance. Over 1,200 alumni have signed up for VMI Alumni Mobile, a free “app” for iPhones, iPads, or iPod Touch allowing them to keep connected with Brother Rats and VMI news & events. There are 32 new cadet recruiting events scheduled in 14 states between 12 September 2011 and 5 January 2012. Eric J. Hunter ’08, Alumni Placement Officer, has been working diligently to assist alumni with networking services. Since March 2011, there have been four monthly and two quarterly news letters, a networking boot camp, a LinkedIn Webinar, and six articles in the Alumni Review. Currently, there are more than 1,700 members of the LinkedIn Group – *VMI Alumni Association*.

b. Mr. Jeffress reported that the Foundation received \$2.54 million in unrestricted dollars in FY 2011, almost identical to the previous year. Though there was a slight decrease in alumni participation to 32.3%, the number of donors increased from 6700 to 6910. Total giving to all alumni agencies was \$14.7 million, slightly less than FY 2010. The Foundation staff is working with six classes at all times for the 10th, 25th, and 50th reunions. There was \$313 million under management at the close of FY 2011 which saw a 19.5% rate of return. VMI Investment

Holding, Inc., made up of seven alumni to include BOV members Mr. Ramsey and Mr. Gottwald, oversees the Foundation's endowment which is managed by Cliffwater, LLC. With VMI's acquisition of the Stonewall Jackson House (SJH), the VMI Foundation has taken over the SJH foundation endowment and has entered all SJH donors into its data base. The onsite for the Foundation's annual audit is complete with a final draft due on 13 September. Campaign planning is progressing well with all agencies working together and in sync with the Institute. The new Foundation website has been launched with assistance from VMI's Department of Communications and Marketing.

c. Mr. Paulette reported that the Keydet Club raised slightly more than \$2.8 million dollars in FY 2011, approximately \$500,000 short of its goal. The economy was a definite factor along with the cancellation of the Keydet Club auction. He believes that there is pent-up enthusiasm among the alumni for the type of intercollegiate athletic program VMI operates with quality young men and women who are truly student athletes. However, the program needs to be competitive and enjoy some success to capture this enthusiasm. The Keydet Club started the Diamond Club in baseball providing outstanding feature information about the team along with statistics. The Gridiron Club has now been initiated with over 200 members already on board. These efforts provide excellent communications with alumni who have great interest in VMI athletics, and they are also a way to raise money.

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

a. A motion was made by Mrs. Camp, seconded by Mr. Mundy, that the Academic Affairs Committee has considered the Changes in Faculty and Staff, dated 12 August 2011 and recommends that the Board of Visitors approve these changes. The motion passed.

b. Mrs. Camp made the following motion, seconded by General Jumper: The Academic Affairs Committee has considered the Graduation List for September 2011 graduates, dated 9 August 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 May 2011 graduates be filed with the minutes of this meeting. The motion passed. The final list of May 2011 graduates is filed with the minutes of this meeting as **Appendix II**.

c. A motion was made by Mrs. Camp, seconded by Mr. Ramsey, that the Academic Affairs Committee has considered the changes to General Order #3-Cadet Active Duty Policy and recommends that the Board of Visitors approve General Order #3. The motion passed. General Order #3 is filed with the minutes of this meeting as **Appendix III**.

d. General Peay asked the Board's opinion about VMI's recently adopted policy which allowed 34 cadets, who were within 10 hours of graduation requirements, to walk across the stage on 16 May 2011, though they received an empty tube. After reviewing this further, the Academic

Board raised concerns about academic standards. There was considerable discussion with both positive and negative reaction. There was no consensus from the Board.

e. Brigadier General R. Wane Schneider, Deputy Superintendent for Academics and Dean of the Faculty provided a report on various aspects of the academic program.

1. The Distinguished Speaker Series will kick-off on 5 September (Academic Convocation) with Dr. Jeffrey Weeks author of The Shape of Space. Other speakers during the year are Chris McDougal, author of Born to Run, 17 October; Jacqueline Novogratz, Director of the Acumen Fund and author of The Blue Sweater, 32 January; and internationally known author Pat Conroy, 27 February.
2. VMI has nominated Brigadier General Charles F. Brower IV, Professor of International Studies, and Colonel Mary Ann Dellinger, Professor of Modern Languages and Cultures for the 2011 SCHEV Outstanding Faculty Awards. Major Ann B. Alerding, Assistant Professor of Biology, has been nominated in the “Rising Star” category.
3. Lieutenant Colonel Keith A. Kline, Associate Professor of Psychology and Philosophy, has been selected Director of VMI’s Center for Undergraduate Research.
4. Colonel Holly J. Richardson, Professor of Physical Education, is Director of the Teacher Certification program, a consortium with Washington & Lee University and Southern Virginia University to prepare students who want to teach in public or independent schools or in the Teach for American program.
5. Applications for admission to the Class of 2015 rose 25.3 % from the previous year.

f. In light of the concern by the Board of Visitors of the declining number of VMI alumni on the faculty, the Deans office working with the faculty will seek to identify current cadets and encourage them to consider pursuing a teaching faculty career path. These cadets could apply for scholarship money for graduate work in preparation for teaching at the college level. The Deans Office and administration will also work with the Alumni Association to identify qualified alumni for faculty positions and encourage them to apply. Mr. Munno encouraged these initiatives because of the understanding that alumni faculty members have of cadet life.

15. Mr. Ramsey, Chair of Audit, Finance and Planning reported on the meeting of his committee.

a. A motion was made by Mr. Ramsey, seconded by Mr. Galanti, that the Board of Visitors approve proposed, minor revisions to the Administrative and Professional Faculty Handbook. The motion passed. An extract which includes these revisions is filed with the minutes of this meeting as **Appendix IV**.

b. Information Technology has arranged “e-mail for life” for all cadets. IT will also launch web content filtering this fall for inappropriate Internet sites.

c. The scheduled auxiliary fund balance for FY 2011 was \$7.2 million, but the ending balance was \$9 million. However, due to other needs including the athletic deficit, the balance remains at \$7.2 million. The local unrestricted fund balance is \$1.5 million.

- d. The committee discussed both the Athletic budget and Museum Operations budget and will receive detailed briefs at the December Board meeting.
 - e. There have been \$232 million dollars of construction projects over the past seven years with 68% of the funding from the state.
 - f. VMI received a \$390,000 settlement on the Crozet Hall lawsuit and hopes to receive reimbursement on repairs for the Kilbourne Hall plaza due to the newness of the building.
 - g. The committee discussed the Institute's Six-Year Plan which was submitted in August (see 3 - k. & m. of these minutes). The committee supported VMI's presentation and asked guidance of the full Board. After minimal discussion, there was unanimous consensus of the Board for VMI's plan in particular its justification for an adjustment to the manner in which VMI's base budget adequacy is calculated.
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16. Mr. Rogers, Chair of Appeals, reported on the meeting of his committee.

- a. Mr. Adams, Honor Court President, was introduced to the committee and provided highlights of educational training taking place with the Rats and training planned for upper-class cadets upon their return.
 - b. Colonel Thomas S. Baur '75, Superintendent's Representative to the Honor Court, and Lieutenant Colonel George M. Brooke IV '94, assistant representative, reported on the work of the Honor Court Task Force, noting the two major policy changes [see 3- i (1) of these minutes] and that the time frame leading to an honor court hearing had been tightened. VMI's representative in the State Attorney General's Office Jake Belue "signed off" on the changes after which the Executive Committee of the Board approved them.
 - c. There was one Honor Court appeal from a conviction during the spring semester 2011. In accordance with General Order #6, a three member panel of the Appeals committee reviewed the case. No member of the panel thought the case should be heard by the full Appeals Committee; thus, the honor court conviction of Cadet X was upheld.
 - d. There is one pending Honor Court case from the spring semester which will be tried in mid-September.
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17. Mr. Mundy, Chair of Athletics, reported on the meeting of his committee.

- a. The committee received short presentations from four members of the athletic department: Wade H. Branner '83 (28 years at VMI), Associate Athletic Director for Athletic Communications and Media Relations; Lance M. Fujiwara (25 years at VMI), Director of Sports Medicine; Stephen T. Ross '83 (17 years at VMI), Director for Academic Advising; and James H. Whitten, Strength and Conditioning Coach.

b. There were over 3,000 one on one sessions in the athletic tutoring program in FY 2011. The cost of the program, which is available to all NCAA athletes, was \$69,000 of which \$65,000 is provided by the NCAA.

c. At present all VMI athletic teams are projected to be above the four-year cumulative 925 mark for the NCAA Academic Progress Rating (APR) which is based on retention and eligibility. Earlier in August the NCAA Board raised the APR “cut-score” to 930.

d. Over 36% (49% if Psychology is included) of the NCAA athletes are STEM majors.

e. Some of the larger NCAA schools would like to provide \$3,000 to \$5,000 to scholarship athletes for expenses.

f. The total athletic budget had a \$500,000 short-fall for FY 2011. VMI’s football budget and coaching salaries are in the middle of the Big South Conference range.

g. VMI won the 2010-2011 Big South Conference Sportsmanship award for the sixth consecutive year.

h. Mr. Robertson asked what guarantees (money games) VMI has this year as compared to last year. Mr. Donald T. White ’65, Athletic Director, responded that VMI made over \$500,000 last year in football (Virginia and Army games). This year VMI will receive \$275,000 from the game with Akron. In 2012 VMI plays Navy and will receive \$275,000. Virginia is on the schedule for 2013, and VMI will make \$325,000 from that game. In basketball VMI made \$205,000 from guarantees last year and will make \$230,000 (Ohio State, Pittsburgh, and Old Dominion) this year.

18. In General Griffith’s absence, General Jumper reported on the meeting of the Cadet/Military Affairs Committee meeting.

a. The first part of the meeting was spent reviewing the intricacies of the relationship between the ROTC units and VMI for the new committee members. Each ROTC Department briefed their particular area.

b. Commander Jon L. Baca will be acting Head of the Navy/Marine ROTC, replacing Colonel David K. Hough, who takes over VMI’s Director of Auxiliary Services on 10 September. Colonel David A. Miller is the Head of Air Force ROTC. Colonel William J. Wanovich ’87 remains the Head of Army ROTC.

c. It appears that the number of ROTC scholarships will decrease. In addition there is an influx of those seeking commissions. Colonel Wanovich reported that for the summer of 2012 there are approximately 7,200 Army ROTC cadets scheduled to the Leadership Development and Assessment Course (LDAC) and seeking commissions in 2013. There are only 5,700 commissioning slots for 2012. With the expected drawdown in the services, these experienced officers will likely seek National Guards slots which might hurt VMI’s recent graduates also

seeking positions in the Guard.

d. Colonel Thomas H. Trumps '79, Commandant of Cadets gave a short briefing about AMCSUS (the Association of Military Colleges and Schools in the United States) which includes all the senior military colleges.

e. VMI commissioned 174 cadets in FY 2011, the largest number of any senior military college.

19. Mr. Robertson, Chair of External Relations, reported on the meeting of his committee.

a. Lieutenant Colonel Kimberly C. Parker, Director of Government Relations, noted that all House of Delegates and Senate seats are up for reelection this fall. Delegate William C. Janis '84 will not run for reelection, but is running for Commonwealth Attorney for Henrico County. She also provided a brief review of the Higher Education Opportunity Act 2011 and the make-up of the Higher Education Advisory Committee. VMI is planning a full agenda of legislative visits throughout the fall. VMI will also expand the number of cadets participating in the legislative day and reception on 21 February 2012.

b. Colonel Keith E. Gibson '77, Director of Museum Operations, introduced Major Troy D. Marshall, Site Director at the Virginia Museum of the Civil War-New Market Battlefield State Historical Park, and Michael A. Lynn, Site Director at the Stonewall Jackson House (SJH). He reported on the absorption of SJH by VMI and pointed out that while resources would be combined, SJH will maintain its unique operation.

c. Communications and Marketing launched the new VMI web-site on 1 August. C&M also assisted the VMI Foundation and Keydet Club in redesigning their websites.

d. The New Market Medal Award Selection Committee has received four nominations. The Committee will meet via conference call in September with the goal of bringing a recommendation to the Board for its approval and presenting the Award on 15 May 2012. Mr. Robertson distributed the New Market Medal Award Policy Guidelines to the committee. These Guidelines are filed with the minutes of this meeting as **Appendix V**.

20. General Jumper, Chair of Nominating & Governance, reported on the meeting of his committee.

a. There was discussion with Mrs. Camp about the declining numbers of VMI alumni on the faculty. This issue is being worked with the Dean's office.

b. The next round of Board of Visitors nominations was reviewed. The terms of Mr. Rogers and General Griffith expire in June 2012 and Mr. Ramsey and Mr. McIntosh are eligible for reappointment. The committee is trying to get ahead of this process because the Alumni Association would like to take it to their Board before presenting the list of nominees to the Governor, as is their responsibility by State Code, in the February-March 2012 timeframe.

c. The committee will review possible changes to the Board meeting schedule. Areas of consideration will be:

- Move the August meeting to a week-day meeting in September in order to de-conflict with the matriculation week and the return of the Corps of Cadets in August and football weekends in September.
 - Since the February meeting is so close to December, should there be only three meetings per year, possibly September, January, and May?
 - If the number of meetings is reduced to three, should all three meetings be the 2-3 day format currently used for the December and May meetings?
 - Should one of the three meetings be an off-site meeting, currently in February, or does the Board take a break from the off-site format and have all meetings in Lexington?
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21. **Entered into Closed Session:** A motion was made by General Jumper, seconded by MG Hickerson, to enter into a Closed Meeting. The motion passed and the Board entered into Closed Session at 1030 hours to discuss:

1. 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.
 2. Disciplinary and other matters involving specific cadets, and individuals (pursuant to 2.2-3711 (A) 2 relating to honor court cases.
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22. **Return to Open Meeting:** At 1052 hours, a motion was made by General Jumper, seconded by Mr. Ramsey, certifying the Closed Meeting. The motion passed.

23. There being no further business to come before the Board, the meeting was adjourned at 1053 hours.

Michael M. Strickler '71
Secretary