

VIRGINIA MILITARY INSTITUTE
Lexington, Virginia
Minutes
BOARD OF VISITORS MEETING
4-5 May 2012

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 4 May and continuing at 0800 hours, Saturday 5 May pursuant to notice.

Present: Paul. D. Fraim '71, President
John C. Allen '62
Elizabeth D. Camp
P. Wesley Foster, Jr. '56
Paul E. Galanti
Bruce C. Gottwald, Jr. '81
General Ronald H. Griffith
General John P. Jumper '66
Kimber L. Latsha '77
MG Daniel E. Long, Jr.
Anthony Q. McIntosh '89
G. Marshall Mundy '56
George P. Ramsey III '72
W. Gregory Robertson '65
James E. Rogers '67
Ernesto V. Sampson '98

Absent: MG Patricia P. Hickerson

Friday 4 May– 0800 hours

1. Mr. Fraim 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 Mr. Allen, and seconded by Mr. Ramsey: David M. Allen, Lieutenant Colonel Anna Crockett, Colonel Robert W. Gilbert, Colonel David K. Hough, Commander Timothy S. McElhannon, Colonel David A. Miller. 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 39 principal events which have occurred at VMI since the February Board of Visitors meeting. The Look Back read-out is filed with the minutes of this meeting as **Appendix II**.

4. Brigadier General Robert L. Green, Deputy Superintendent for Finance, Administration, and Support provided State budget and financial outlook highlights.

a. VMI received a placeholder of \$3.066 million from the State for detailed planning for the Indoor Corps Physical Training Facilities (Phase I – new facility, \$79.5 million) and is working on non-general fund authorization through the Governor’s budget amendments for Phase II (renovation of Cormack Field House and Cocke Hall, \$27.1 million).

b. Base funding of \$656,731 for each year of the biennium was received as part of the Higher Education Opportunity Act (HEOA) funding, and VMI also received an additional \$155,000 for Unique Military Activities (UMA) for both years.

c. The legislature passed an amendment providing base budget adequacy guidelines UMA “language,” due to VMI’s uniqueness, which will aid VMI in working with the State Council of Higher Education in Virginia (SCHEV) on budgetary and other matters.

d. State employees will receive a 3% bonus in December 2012 and a 2% raise in FY 2014 contingent upon state revenues meeting projections.

e. State General Funds “reallocation” savings within VMI’s Six Year Plan, in accordance with HEOA objectives, are set at 1.5% (\$111,080) for FY 2013 and 2.0% (\$148,107) in FY 2014.

f. Virginia Retirement System (VRS) contribution rates rose from 6.58% to 8.76% and health insurance increased 12% for a total FY 2013 increase of \$330,000.

g. Sources of revenue for FY 2013 are \$12.34 million in State General Funds (the same dollar amount VMI received 14 years ago), \$43.254 million in Tuition and Fees & other revenue, \$16.916 million from Private Funds, and \$12.148 million of Cadet Financial Aid (of which \$8.5 million is from private funds). Total revenues are \$84.658 million, a 5.1% increase from FY 2012.

h. For FY 2012 Educational and General expenses account for 49% of the budget (\$41.519 million). Auxiliary operations account for 22%, Cadet Financial Aid 14%, Unique Military Activities 8%, and Auxiliary-Athletics 7%.

i. The FY 2013 budget is based on a fall enrollment of 1,663 cadets (60.1% in-state) and an average enrollment of 1,608 (59.3% in-state).

j. Budgeted dollars for personnel salaries and fringe benefits for FY 2013 will be \$43.6 million with 33% of that amount being fringes.

k. The Auxiliary Fund balance is projected to decrease from \$6.098 million at the close of FY 2012 to \$5.343 at the end of FY 2013.

l. Tuition & Fees increases are proposed at 4.9% for both in-state and out-of-state. In light of concerns for rising college costs, state guidelines, and in line with other college increases, the

Board discussed the increases and the need to keep them at a minimum. To reduce the in-state tuition from 4.9% to 3.7% would mean a revenue loss of \$76,000, and to reduce it to 3.0% would be a \$121,000 loss. The Audit, Finance, and Planning Committee (AFP) will conduct a thorough review at its meeting and present a recommendation to the Board on Saturday.

5. BG Green provided a construction actions and planning update.

- a. The South Institute Hill parking area with 86 parking spaces is scheduled for completion in August 2012. The project cost is \$2.82 million and is being financed by VMI debt through the parking facilities auxiliary program.
 - b. Also scheduled for completion in August are renovations to the VMI Post Hospital. The \$5.15 million project is state funded. The building houses a 12-member infirmary staff with 24/7 coverage when the Corps is in residence and the five-member Cadet Counseling staff. The infirmary has been temporarily located in the Third Barracks.
 - c. The renovation of Maury-Brooke Hall is underway with completion scheduled for August 2013. This \$19.6 million project (state funded) will cover 55,350 square feet of laboratory and office space and include exterior architectural changes.
 - d. VMI has completed pre-planning studies, a preliminary schematic design, and additional detailed planning for Phase I of the Corps Indoor Physical Training Facilities with a commitment of State General Funds (see 4 a. of these minutes) and \$500,000 of VMI money. The full design costs (Phases I and II) will be approximately \$5 million dollars for which VMI will be reimbursed by the State when the project is funded for the construction phase. Anticipated reimbursement will begin in 2014. The Institute proposes that the VMI Foundation provide a \$5 million line of credit which would complete the detailed planning costs. That motion will be brought forward by the AFP Committee.
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6. Colonel Vernon L. Beitzel '72, Director of Admissions, provide an update for the incoming Class of 2016.

- a. VMI's targets included an entering class of 480 with 54% in-state and 46% out-of-state through appointments of 349 in-state applicants and 621 out-of-state applicants. Current applications are 2,136, the second largest in history, compared to last year's record of 2,229 (a 25%+ increase from FY 2011), approximately a 4% decrease.
- b. The quality of the applicant pool is excellent, with out-of-state applicants stronger than the previous year. If the yields hold (percentage of matriculates to appointments) at 73% in-state and 36% out-of-state, then the target mix of in-state/out-of-state will be met.
- c. The unknown is how many appointees, who have made deposits, will make a decision between now and matriculation not to attend. The admission office estimates that number at 50 based on past years. Also, in this interim period, there are additional appointments which may be

made for transfer students for which VMI has contracts and is waiting second semester grades and some athletes. All of these factors will determine the actual size of the class and whether anyone is taken from an extensive waiting list. The entering class size may again reach 500.

d. Mr. Robertson asked if applicants expressed whether VMI is their first choice. COL Beitzel said that it was not a question that is asked on application, but is discussed during interviews and phone conversations and many express that sentiment. This year the admission application had an option request asking for a short essay on why they are interested in VMI and how VMI can help them meet their personal and academic goals. The reason was two-fold: to find out how well they expressed themselves and if they would make the effort to take this additional step.

e. Of the prospective cadets who have made deposits, the average high school grade point average is 3.49 and SAT is 1160, both slight increases over the matriculating Class of 2015. Eighty-four athletes of approximately 110 are included in these current figures. The high school GPAs are becoming more difficult to evaluate as a 3.0 may no longer be in the top 50% of a particular high school class.

f. There is a slight drop in the number of females expected to matriculate. There were 56 last year with about 50 estimated for this coming August. There were 50 for the Class of 2013 and 59 for the Class of 2014. Mr. Allen asked about SATS scores for women. COL Beitzel said that they are at or above the men.

7. Brigadier General R. Wane Schneider, Deputy Superintendent for Academics and Dean of the Faculty reported on new academic program initiatives.

a. The program initiatives were developed through a top-down approach with input as the process develops. The motivation was based on the need to properly resource all academic departments, provide robust and diverse academic options for cadets, the need for larger departments to meet demands on increasing enrollment, the ongoing efforts of undersubscribed departments to attract majors, the clear direction from HEOA to increase STEM majors, and the disproportionate concentration of the majority of cadets in a few majors. Five of the seven smaller majors are in STEM disciplines; 32% of the Corps are enrolled in International Studies (IS) and Economics/Business (EC/BU); greater than 50% are enrolled in only four majors (IS, ECBU, History, and Mechanical Engineering; and the top seven majors have 83% of the enrollment. The current situation creates an imbalance in resources, does not provide adequate service for cadets in some of the larger departments, and impacts the diversity of the Corps. To correct the situation, there are three categories: 1) take a look at how VMI does admissions 2) address the enrollment issue once cadets are in the Corps 3) ensure that all academic departments are able to compete for cadets.

b. BG Schneider reviewed the timeline process for the initiatives.

- 26-28 March – Dean met individually with the department heads of Computer Science (CS), English & Fine Arts (EN&FA), Modern Languages & Cultures (MLC), and Psychology (PS).
- 4 April 2012 – Dean met with all Department Heads to review enrollment initiatives

- 5 April – MLC head met separately with impacted faculty
- 6 April – Dean met with EN and MLC Departments separately
- 10 April – Dean published memo with committee orders
- 11 April – Dean conducted option briefing for faculty
- 15 Nov. – First report from committees
- 1 Feb. 2013 – Second report from committees
- 1 May 2013 – Final report from committees presented to Board of Visitors

c. Admissions changes would increase weighting of the major in admissions decisions, favoring undersubscribed and STEM disciplines and the use of a deadline admissions process, though highly qualified applicants would be admitted on a rolling basis.

d. Limit enrollment in any major to some maximum + or -. The number is to be determined. BG Schneider noted that cadets tend to persist in STEM majors if they start in STEM and persist in science and humanities if they start there. There are about 30 cadets each year that move from engineering and sciences to the humanities. Between 45-60% of cadets change majors at some time during their cadetships. There was considerable Board discussion regarding whether or not other schools limit enrollment in majors, how cadets wishing to transfer to another major may be affected (particularly athletes and commissioning cadets), and could a cadet wash out of a major and thus be ineligible to stay at VMI? BG Schneider noted that many schools limit enrollment in academic majors, that there would still be some flexibility in numbers, and that washing out of VMI due to a Major washout was highly unlikely due to individual attention given cadets. However, he noted that a committee of department heads will spend AY2012-13 to determine how to implement this initiative. Part of their charge is to identify potential problems and find solutions and, where suitable solutions are not available, to recommend alternatives.

e. The new EN&FA curriculum will integrate classical through contemporary rhetoric, literature, philosophy, fine arts, and writing. Minors in rhetoric, literature, philosophy, fine arts, and writing would be included. Three additional faculty members will be needed...a new Jackson-Hope funded position in Fine Arts has been authorized and one new philosopher will join the faculty in August 2012. As the curriculum develops, the current philosopher and the new faculty member will move to the EN&FA Department. The objective is to create a broad and robust curriculum, integrating and building on current capabilities, which will increase enrollment and improve retention. The curriculum will be developed during AY2012-13 by a committee of faculty with expertise in Shakespeare, American Literature, philosophy, fine arts, and rhetoric, and will include an offsite rhetorician. The umbrella of the major will be classical through contemporary rhetoric. General Jumper asked if this would affect accreditation. BG Schneider responded that the changes will better support the department for accreditation purposes.

f. The focus in MLC will be to continue teaching Arabic, French, and Spanish, and adding Mandarin Chinese. German and Japanese will be dropped. The objectives, in addition to increasing enrollment and meeting service commitments, are to address areas of global strategic interest. The changes will be grandfathered. No full time faculty will be laid off and additional faculty will be added – one in French and two in Chinese – to have two deep faculty for each language. The transition away from German and Japanese and into Chinese, as well as strategies

to build French while maintaining capabilities in Arabic and Spanish will be addressed by a committee of the full-time MLC faculty during AY2012-13.

g. The Computer Science (CS) Program is part of the Mathematics and Computer Science Department and suffers from a lack of distinct identity and insufficient resources. These factors have made it difficult for the program to grow. Therefore, a separate academic department in computer science or an allied discipline will be developed. Making a commitment to a CS Department will require hiring two new members of the faculty. The searches for these hires would occur over a two successive years as efforts to build the CS Department are developed and understood. One of the existing members of the CS faculty will initially serve as department head, and one of the faculty searches will focus on selecting a permanent department head. As the new department forms, the curriculum will require revision to respond to projected demand for graduates with expertise in information technology and related topics. During AY2012-13, a faculty committee will develop the new curriculum, determine a suitable name for the department, investigate the appropriateness of ABET accreditation, define an implementation schedule and process, and formulate a strategy to market the revised major to matriculates. The committee membership will be selected from among the existing faculty and will include an external representative with expertise in technology curriculum development. .

h. The Psychology Department currently has both BA and BS degrees with most cadets taking a BA degree. During the upcoming year, the department will be able to evaluate its curriculum, to make it more robust, and evaluate the impacts of possibly discontinuing the BA option. It is easier to justify the BS degree as STEM, which is a State priority.

8. Colonel Thomas H. Trumps '79, Commandant of Cadets, previewed the Corps leadership for AY 2012-2013, reviewed highlights from the current year, and discussed General Peay's guidance for the leadership retreat and key focal points for the Commandant's staff.

a. The rank selection process is year-round with the Commandant and Superintendent personally interviewing dozens of cadets. Each spring there is a two-day off-site retreat for the key Corps leadership (rank, General Committee and Honor Court) to plan for the upcoming year. For AY 2012-2013 the Regimental Commander is Sean P. Noll, Battalion Commanders Justin M. Klein and Ryan M. Blank, First Class President John E. Dommert, Second Class President Weston S. Hitchcock, Third Class President Anthony N. Harvey, and Honor Court President William A. Coursey.

b. General Peay presented numerous charges to the cadet leaders:

- Training the Rat Class is of utmost importance. Be prepared, know your roles and the VMI rules and regulations (Bluebook & VMI operations), and know the rules of engagement.
- Gain respect by taking charge.
- Uphold and enforce Corps standards for civility, class privileges, and appearance.
- Educate the Corps on honor, Title IX issues, alcohol, hazing, the Dyke system, professional relationships, internet comments, and Corps behavior for speakers and conferences (alert and respectful).

- The cadre must be balanced and professional during the nine-day matriculation, throughout the year, and during Breakout.
- Ensure proper nourishment for the Rats and stress overall fitness for the entire Corps.
- Increase standards for both the real and ceremonial duties of the guard team.

c. Specific areas on which the Commandant will focus for next year include:

- Due to less overall attrition, the largest upper-class cohort in VMI history is expected to return in August 2012 creating numerous challenges to include barracks and stoop configuration, one BRC formation, march down for BRC & DRC, and Rat formations.
- To ensure better nutrition for the Rats, they will be allowed to eat in a more at ease manner in Crozet Hall with no corporals at Rat tables.
- There will no longer be a Rat battalion with Rats integrated as Rat platoons within their respective companies immediately after the cadre period.
- Two senior NCOs will serve as Battalion Operations and Training Sergeants focusing on tasks, conditioning, and standards.

d. Due to Barracks configuration and an expected Corps size of 1694 in September 2012, the following stoop scenarios are likely: All rats will be on the fourth and fifth stoops with possibly some fifth year cadets on the fourth stoop; all third classmen plus some second classmen and some fifth-year cadets will be on the third stoop; the majority of second classmen, some first classmen and red shirt athletes will be on the second stoop; and the majority of first classmen will be on the first stoop and in the six concourse rooms.

e. Corps Marksmanship Training, under Lieutenant Colonel William F. Bither (Marksmanship Director and Rifle Coach), has been enhanced to get all member of the Corps involved. Corps marksmanship competition has been integrated with other Commandant's Cup events. The training, organized by academic class, is being conducted during military duty on Tuesdays and Thursdays and Commandant's Training Time on Wednesdays. It will also serve to further develop the VMI NCAA and club rifle teams.

f. The Commandant's Office has initiated the North Post Challenge with cadets overseeing the operation. There are 4-cadet teams from each company comprised of a cadet from each class. The teams complete a 4-5 hour challenge course at the Military and Leadership Field Training Grounds/Saunders Fields complex and McKethan Park with scores rolled into the Commandant's Cup. Events are 50-meter timed swim, two 3-mile ruck marches (40 lb. pack), shotgun shoot, AR-15 accuracy shoot, 180 foot rock wall climb, six vaults/obstacle course, and confidence climb.

g. The Commandant's Office took over the operation of the VMI Fitness Test (VFT) two years ago. In the spring of 2012, 83% of the Corps passed the VFT compared to 78% in 2011...85% of male cadets passed compared to 81% from the previous year, and 62% of female cadets passed compared to 45%.

9. Captain Susan J. Rabern, Director of the Center for Leadership and Ethics (CLE), provided a review of activities and programs related to the CLE.

- a. The following programs provide the framework of the CLE for integrating leadership & ethics, military history, and business management: a mandatory leadership course integrated into the core curriculum, two endowed leadership chairs positioned in academic departments, the leader-in-residence program, regional and national symposia and conferences, battlefield staff rides teaching leadership and lessons, national speakers, leader development training for faculty and staff, corporate retreats, and fellowships for external conferences.
- b. The CLE has hosted 12 major conferences since 2009 to include the high profile *East Meets West* and *The Eagle and the Dragon in Africa*. This March the conference entitled *Lying, Cheating & Honor in America's High Schools, Colleges and Universities* was oversubscribed with a virtual outcry for a sequel. Many of the high schools and colleges in attendance were hungry for knowledge of VMI's honor system. One major goal of conferences is to enrich the cadet experiences over four years.
- c. The Leader-in-Residence program has been well received with individual immersed in the life of the Institute for two weeks. This year's leader-in-residence was Captain (Ret.) Perry F. "Pete" Van Hooser '71, a U.S. Navy Seal, who spent an enormous amount of time with cadets. Captain Van Hooser was heavily involved as a leader in fighting terrorist operations.
- d. The Leadership Book Program is organized by cadets and meets for discussion every other Thursday in the CLE. The sessions are augmented by speakers and movies and faculty and staff are invited. Some of the books which have been featured are Tony Dungy, Quiet Strength; Steve Jobs; The Good Soldiers; The Junction Boys; and The Passion of Command.
- e. Leadership focus groups, organized by cadets, met every Wednesday in the CLE Board Room during the current academic year. Topics, centered on enriching the cadet experience, were selected by the group and in-depth interviews were conducted with key VMI staff. Final briefings were presented to General Peay and Colonel Trumps and recommendations considered at the spring leadership retreat.
- f. Fall 2012 conferences at the CLE are Leadership in Science, Technology, Engineering and Mathematics (1-3 October), Virginia Alliance for Secure Computing & Networking (VASCAN – 9-10 October), and Southern Region Association of the Physical Plant Administrators (SRAPPA – 15-16 October).
- g. Some of the Center's near-term challenges are to identify gaps, redundancies, synergies, and efficiencies; establish the faculty & staff leadership development program, continue to expand outreach, and begin program assessment and effectiveness.
- h. In moving forward the CLE has a key goal of integrating leader and character development for both cadets and faculty & staff...for cadets – identify leadership and followership opportunities from matriculation to graduation; integrate and coordinate leadership and ethics instruction across the four-year experience; provide relevant speakers and conferences; provide opportunities for fellowships; and conduct assessment...for faculty & staff – through input from focus groups, bring the faculty and non-VMI staff up to the baseline regarding VMI history, the

Virginia Militia, military customs & courtesies, cadet discipline in and out of the classroom, elements of leadership, the Honor System, and the possible establishment of a North Post bonding experience. Communications and Marketing may produce a brochure for cadets and parents highlighting leadership opportunities over four years.

10. Director of Intercollegiate Athletics Donald T. White '65 reviewed various aspects of the athletic program.

a. This year's Regimental Commander and President of the First Class were both NCAA wrestlers. Water Polo became VMI's seventh women's sport under head Coach Anna Phelps. Cadet Felix Kitur '12 has won eight Big South conference championships in the 800 meters, and Jennifer Sing '12 pole vaulted 13' 3 1/2", the second highest in Big South history. Lacrosse was much improved in the MAAC, and Cadet Stephen Robarge, Army commission, was drafted by the Denver Outlaws of Major League Lacrosse. Baseball was in a rebuilding year and has had five winning season in the past seven years. Cadet Dallas Disbro '12 broke a 29 year old VMI diving record. Disbro has a 3.75 GPA in Economics and Business. The women's swimming and diving team broke 22 individual and relay records.

b. Basketball, under Head Coach Duggar Baucom, has averaged 15 wins per season over the last seven years, VMI's best ever era in winning percentage. He has guided the team to three winning seasons in the last four years and three appearances in the Big South Tournament Championship game in the last six years. VMI has won the NCAA Division I scoring championship for five consecutive years and set the NCAA record for 3-point field goals made and steals in a season. Seven of Coach Baucom's players have scored 1,000 career points, and Reggie Williams, VMI's all-time leading scorer, led the nation in scoring for two years and now plays for the Charlotte Bobcats of the NBA.

c. Mr. White reviewed key recommendations from the January meetings regarding the football program (please see 9 c. of the minutes from the February 2012 BOV meeting).

- Continuity of coaching staffs and identifying recruits for athletic, academic, and co-curricular success
- Funding is critical to success – ability to have 50% out-of-state scholarships and fund summer school for academics and fitness
- Schedule for success – model of one revenue game, two games in which VMI is favored, two toss-ups, and six conference games...take advantage of unique opportunities for dollars such as adding Navy to the 2014 schedule for a \$285,000 guarantee with Bowling Green already on the 2014 schedule and a \$320,000 guarantee.
- Improve nourishment and sleep – Rat protocol in Crozet Hall
- Ninth semester program is working – 80% of players, with eligibility for a ninth semester, return.
- Corps standards – smart rooming and dyke selections and fast track demerits & special reports for early intervention
- Improve the game day experience and create more spirit internally and externally.

d. Longwood has joined the Big South Conference as the 12th member. Overall, conference affiliations regionally and nationally are changing almost daily.

11. General Peay reviewed three other areas of interest.

a. He has been meeting regularly with Brian S. Crockett, CEO of the VMI Foundation, Inc. and representatives of the consulting firm Graham-Pelton LLC, regarding the fund-raising campaign. The Foundation has an off-site retreat (17-19 May) in Asheville, NC to discuss campaign issues. The quiet phase of the campaign is moving forward.

b. The movie based on the Battle of New Market and scripted by Mr. Thomas F. Farrell, President and CEO of Dominion Resources, is moving forward with shooting and production scheduled for the winter and spring of 2013.

c. There was excellent participation at the VMI Alumnae Forum held 2-3 March at VMI. It was an emotional event for many of the 30 women graduates who attended. Primary goals for the event were to retain interest in VMI for the women who have been involved since graduation, bring others back into the fold, and interaction with current women in the Corps.

12. General Peay briefly previewed a “Look Ahead” at 64 principal events which will occur between this meeting and Christmas furlough 2012. The Look Ahead read-out is filed with the minutes of this meeting as **Appendix II**.

13. The meeting was adjourned at 1035 hours to reconvene Saturday, 5 May at 0800 hours.

Saturday, 5 May 2012 – 0800 hours

14. Mr. Fraim called the meeting to order. MG Hickerson was absent.

15. A motion was made by General Jumper, seconded by Mr. Latsha, to approve the minutes of the 10 February 2012 meeting of the Board of Visitors. The motion passed.

16. A motion to approve the Board of Visitors Resolutions for General Griffith, Mr. McIntosh, and Mr. Rogers, who will complete two terms on the Board on 30 June, was made by Mrs. Camp and seconded by Mr. Foster. The motion passed. The resolutions are filed with the minutes of this meeting as **Appendix III**.

17. Regimental Commander Matthew R. Brock, First Class President Joseph I. Munno, and Honor Court President C. Quinn Adams made brief remarks reviewing the 2011-2012 academic year in their specific areas of Corps leadership.

a. Cadet Brock said that he and his staff worked extremely hard to improve civility and culture in the Barracks, and pride in the Institute. Moving to one SRC formation was positive for the entire Corps as all cadets began and ended the day together; this was particularly helpful in enhancing the relationship between athletes and non-athletes, which gained momentum throughout the year. The Corps FTX for non-commissioning cadets was very successful with community service projects to include assistance with Special Olympic and mentoring elementary and middle school students, and a half-marathon race around Lexington. The larger Corps presented some challenges, but the Corps leadership and rank & file cadets worked with the Commandant's office in solving problem areas. A tradition from other eras was revived at SRC – reading of the name of an alumnus who died while in service to the nation on the day the Institute was advised of the death.

b. Cadet Munno said that the class officers had three primary objectives: 1) Lessen the negative stigma of the VMI system while a cadet...his class set an excellent example for the Corps. He noted that 28% of the class participated in the fund raising effort which produced pledges of \$15,000 to VMI and was presented to the VMI Foundation at the graduation parade. Of that 28%, forty percent were athletes. 2) Develop future leaders...there was constant communications with the underclass officers and class members. The Commandant's staff set excellent leadership examples. 3) Ensure that the Ratline was challenging and rewarding by finding a balance between toughness and using a common sense approach.

c. Cadet Adams said that the Honor Court worked very hard on being transparent and approachable, building on the theme of recent years. The Court also continued to stress honor as a life style. E-mails to the Corps continued to receive positive feedback, and all classes received extensive education. General education sessions with the fourth class following "breakout" were very effective. A difficult issue for his class was that five of the eight honor court dismissals for the academic year were first classmen. The Court worked extremely hard in conjunction with the Center for Leadership and Ethics in producing the Honor Conference held at the CLE on 5-6 March (please see 9 b. of these minutes). He cited this as huge success both internally and externally. The entire Corps was involved in various discussions during both days, and there were no classes the second day with Conference speakers and Court members available in breakout sessions.

18. 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, President of the VMI Foundation; and Mr. Gregory M. Cavallaro '84, CEO of the VMI Keydet Club.

a. Colonel Blanks reported that over 500 alumni attended the recent spring reunion activities. The Classes of 1957 and 1962 had better than 50% participation with the Class of 1972 at 39%. Career Networking Officer Eric Hunter '08 continues to do a superb job with the alumni and

cadets in helping them find jobs. General Peay asked the Alumni Association (AA) to pay particular attention to younger alumni transitioning after military service, and there have been numerous successes in this area. The February networking event held at VMI was well attended by alumni, who were very effective in helping members of the current Corps. In terms of operation of the AA, 2012 will mark the fourth year that the Association will be returning money back to the Foundation. The AA budget approved for next year has less than 1/2% growth over the current year. He mentioned the recent article in the Alumni Review about the Brooke family, who are all VMI alumni and former or current faculty members, and encouraged the Board to search for this type of individual and these associations in the future.

b. Mr. Jeffress reported the Foundation Board of Trustees met on 13-14 April and the annual Stewardship Luncheon honoring scholarship donors was held on the 13th. BG Schneider and Cadet Boris Z. Duvnjak '12 spoke at the luncheon. Thomas G. Slater, Jr. '66 has been selected to receive the 2012 Distinguished Service Award at the Founder Days convocation on 9 November. As of 31 March, funds under the endowment totaled \$308.5 million. Of that amount, \$94.2 million is unrestricted and supplies a steady stream of funding to VMI and also secures any debt incurred on behalf of the Institute. A key focus of the upcoming campaign will be on unrestricted funds. The Foundation Fund has raised \$2.1 million dollars through 30 April, a 14.4% increase over last year with a 4% increase in donors. Total contributions are \$12.419 million, a 4.3% increase with a 10% increase in donors. Campaign readiness continues with operations guided by a Memorandum of Understanding (MOU) with General Peay in charge and Mr. Crockett as chief operating officer. A campaign budget is being formulated in conjunction with the Boards of the Alumni Agencies. Campaign details will be reviewed at the Foundation's off-site retreat in Asheville, NC to include how the functional giving areas and their sub-committees will support the campaign. The functional areas are major gifts, annual and reunion giving, donor relations and communications, and corporate foundation giving. Cliffwater LLC will brief the Board on the operations of VMI's investment portfolio. The Class of 1962 raised record \$20 million for its 50th reunion campaign.

c. Mr. Cavallaro reported that contributions for FY 2012 are up 25% (\$450,000) over last year, the first time in his tenure that the Keydet Club did not meet its goal for scholarships and athletic operations. VMI conservatively projected Keydet Club contributions at \$2.8 million for the current year, and expectations now appear to be in the \$3.2-\$3.3 million range. He highlighted the support of General Peay, Mr. White, and others to a NCAA Division I program, conducted the VMI way, as a catalyst to increased financial commitments. The on-line Keydet Club auction in "up and running" with proceeds to support summer school and tutoring.

19. Tom and Karen Johnson, Presidents of the 2011-2012 Parents Council, provided highlights of the work of the Council this past academic year.

a. Working with VMI's office of Communications & Marketing, the Parents Council launched its own website to transmit information and help with many inquiries from parents.

- b. The Recruiting Committee was active at six admissions open house weekends, participating in the receptions and question and answer sessions. Committee members also assisted with recruiting events throughout the country.
 - c. The Council had a significant presence at matriculation day and at all home football weekends, feeding hundreds of cadets.
 - d. The Society of Family and Friends has grown to 1,000 members and contributed over \$1.6 million to VMI over the past two years.
 - e. When asked about some of the major issues they faced, the Johnsons noted that their guidance to parents focused on advising them when to be involved and when not to be involved.
 - f. General Peay presented the Johnson's VMI's Certificate of Excellence and read the accompanying Citation.
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20. Mrs. Camp, Chair of Academic Affairs, reported on the meeting of her committee.

- a. A motion was made by Mrs. Camp, seconded by Mr. McIntosh, that the Academic Affairs Committee has considered the Changes in Faculty and Staff, dated 25 April 2012 and recommends that the Board of Visitors approve these changes. The motion passed.
- c. A motion was made by Mrs. Camp, second by Mr. Robertson, that the Academic Affairs Committee has considered the Graduation List for May 2012 graduates, dated 14 April 2012. 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 motion passed. The preliminary list of May 2012 graduates is filed with the minutes of this meeting as **Appendix IV**.
- d. A motion was made by Mrs. Camp, seconded by General Jumper, 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 V**.
- e. The Dean's new academic initiatives were thoroughly discussed. The committee developed an understanding that the English major in the future will have a holistic view of the use of language through the study of important literature, writing, philosophy, and the arts. There will be a solid base of literature and the classics throughout the program. The admissions aspect of the initiative will be developed throughout next year. The committee is supportive of the initiatives and will be kept informed as the program progresses. General Peay noted that it will take a year to work the details. General Jumper made a motion, seconded by Mr. Ramsey, that

the Board of Visitors supports the Dean's academic initiatives and the process to further develop them and that the final plan will be presented to the Board for its approval. The motion passed.

f. The Distinguished Speaker Series for 2012-2013 features Sherry Tucker, the definitive expert on people's changing relationships with digital culture; Dr. Keith Devlin, a mathematician at Stanford and regular contributor to NPR *Weekend Edition* where he is known as "the Math Guy;" Kevin Plank, CEO and founder of Under Armour, Inc.; and Rear Admiral Matthew Klunder, Chief of Naval Research, who has flown more than 45 different aircraft and accumulated 21 world-flying records.

g. Colonel Rob McDonald, Associate Dean of the Faculty, reported on the Institute Scholars program which supports many of VMI's most outstanding cadets with academic scholarship aid.

21. General Jumper noted that in light of previous discussions and working with Mrs. Camp and in conjunction with the BG Schneider, VMI is developing a plan to identify either current cadets or young alumni and create an incentive program (financial and mentorships) that will foster careers in academia, specifically work toward a Ph.D. and teaching, with the express desire of having these alumni return to the VMI faculty. The goal is to increase the current percentage (approximately 12%) of VMI alumni on the faculty, particularly in the humanities. There has been a recent hire of a VMI graduate, Dr. Bradley M. Coleman '95, Assistant Professor of History and Director of the John A. Adams '71 Center for Military History and Strategic Analysis. The Alumni Association is helping to identify current prospects and the Dean's Office is tracking others who may already have an interest or have been identified by the faculty. Mr. Sampson, noting an alumnus from his era who he knows is interested in returning to VMI to teach, stressed the importance of this program. Mr. Rogers said that this initiative is very much on the radar screen of the Jackson Hope Board of Overseers (JHB) and that Board responds to request from the Dean. So, he encourages VMI to think of ways to make specific requests to the JHB for this initiative. Mr. Fraim noted that the Board has discussed this issue often in recent years and the importance of having more VMI alumni on the faculty. He asked if the Superintendent could report to the Board once or twice a year; General Jumper responded that he and Mrs. Camp in conjunction with the Dean would craft a policy document for General Peay and have it for the September meeting of the Board.

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

a. The State Auditor of Public Accounts gave VMI an unqualified report for the FY 2011 audit with only one small information technology (IT) issue which was resolved.

b. In the IT arena Washington & Lee is building a data center as part of the county-wide broadband system. This will have a fiber optics connection to the VMI system which should significantly decrease VMI costs for processing data. IT also received requests for proposals for providing all of VMI copier needs on the Post. RICOH was selected and this agreement will save the Institute approximately 20% annually. In addition VMI will host the Virginia Alliance for

Secure Computing and Networking in October, a conference for higher education with all state colleges and universities required to attend.

c. The committee reviewed the financial performances year-to-date through 31 March. The projection for the Auxiliary Fund Balance at the end of the fiscal year is \$6.1 million.

d. BG Green reported on compliance matters since the December committee meeting. There were 53 issues of non-compliance mostly for failure to obtain pre-approval for travel advances, 12 for improperly purchased requisitions, and seven late payments. None were major and counsel and advice were provided.

e. Approximately half of the committee's meeting was spent talking about the budget, in particular the tuition and fees proposal of a 4.9 % increase for in-state and out-of-state tuition and fees. The committee recommended a change in the tuition increase for in-state cadets from 4.9% to 3.9% while maintaining the fees schedule and out-of-state tuition & fee increases at 4.9%. A motion was made by Mr. Ramsey, seconded by Mr. Mundy, that the Board of Visitors approve the 2012-2013 Operating Budget with the exception that the tuition for in-state cadets be set at \$6,880 for an increase of 3.9% resulting in total in-state tuition and fees of \$21,568 for an increase of 4.5%. The motion passed. The memorandum to the Board is filed with the minutes of this meeting as **Appendix VI**. Mr. Rogers noted that the Board discussed and debated the tuition & fees issue with regard to the demands, needs, and unique nature of the Institute while being respectful of the guidance the Governor has given the Board. Mr. Robertson noted that for the fifth consecutive year there were no pay raises for the faculty and staff, which is of great concern to the committee. Mr. Allen asked that a copy of the press release regarding VMI's tuition and fees increases be sent to the Board.

f. A motion was made by Mr. Ramsey, seconded by Mrs. Camp, that the Board of Visitors approve the Level 2 Restructuring Resolution as outline in Attachment A. The motion passed. The memorandum to the Board and the Level 2 Restructuring Resolution are filed with the minutes of this meeting as **Appendix VII**.

g. A motion was made by Mr. Ramsey, seconded by Mr. Allen, that the Board of Visitors amend VMI's 2011-2012 Operating Budget by the amount of \$976,000 as outlined in Attachment A. The motion passed. The memorandum to the Board and Attachment A are filed with the minutes of this meeting as **Appendix VIII**.

h. A motion was made by Mr. Ramsey, seconded by Mr. Rogers, that the Board of Visitors authorize the Superintendent to work with the VMI Foundation to secure a \$5 million Line of Credit type agreement for the planning of the Corps Physical Training Facilities Project and that the Board of Visitors Executive Committee shall approve the final agreement. The motion passed. The memorandum to the Board is filed with the minutes of this meeting as **Appendix IX**.

23. Mr. Rogers, Chair of Appeals, reported on the meeting of his committee.

- a. Colonel Thomas S. Baur '75, Superintendent's representative to the Honor Court, his assistant George M. Brooke IV '94, current Honor Court President Mr. Adams, and next year's President William A. Coursey attended the meeting.
 - b. Colonel Baur reported that there were 10 cases which went to pre-trial this year resulting in seven trials (6 convictions and one acquittal), two cadets resigned prior to trial, and charges were dropped in one case. The majority of charges were false official statement, followed by cheating, lying, and one charge of instigation. Since 2004, there have been 104 cases with 74 dismissals.
 - c. There are three appeals of honor court convictions pending.
 - d. The process – adopted last summer based on the work of an Honor Court task force – of not allowing attorneys to be present in the court room for honor court trials has generally worked well throughout the year.
 - e. Mr. Sampson asked if the Honor Court was stressing education of technology issues and honor. Mr. Rogers noted that this was a discussion issue at the committee meeting and that a significant part of the Court's education process with the Corps is focused on technology.
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24. Mr. Mundy, Chair of Athletics, reported on the meeting of his committee.

- a. The NCAA Academic Progress Rating (APR), which is based on eligibility and retention for individual sports, currently has a 925 cut-off. Sanctions can be applied if sports fall below that level over a four-year cumulative period. The cut-off is being raised to 930 which will be in force by 2015-2016. Only basketball (917), wrestling (914), and women's swimming (922) fall below the 4-year cumulative cut-off. However, once the 2011 APR is included, the five year cumulative for these sports and all VMI sports will be well above the 930 mark.
 - b. The Federal Graduation Rate (FGR) is based on first-time freshmen and those graduating within six years. The latest cumulative data on the last four classes shows VMI's overall FGR at 72% and scholarship athletes at 67%.
 - c. The committee discussed conference affiliation issues. The landscape across the region and nationally is constantly changing. The trickle-down effect from other conferences may have an impact on VMI. General Peay and Coach White are monitoring this daily.
 - d. The athletic operating budget for 18 sports in FY 2013 will be approximately \$7.6 million with expected revenues of \$7.4 million. The majority of expenses are scholarship costs, coaches and staff salaries, and operating expenses for travel and equipment. Revenues come from Keydet Club fund raising, cadet fees, private endowment, and ticket sales, guarantees and promotions. Revenue from the private endowment has dropped from \$800,000 two years ago to \$650,000 currently. The major influence in the ability to fund the athletic program is contributions to the Keydet Club. It appears that their successes this year (please see 18 c. of these minutes) may make up the shortfall in revenues.
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25. General Griffith, Chair of Cadet/Military Affairs, reported on the meeting of his committee.

a. Approximately 50% of the Class of 2012 will receive commissions (projected FY 2012 - Army 88, Air Force 14, Marine Corps 25, and Navy 19). Thirty-six are STEM majors. Army commissions are expected to increase to 117 next year as more cadets move from the Air Force which will not be able to commission as many cadets. Budgets are impacting the number of cadets receiving scholarships as well as the number of commissions which can be supported through the various services. The Army is also commissioning more athletes than in the past.

b. The Simultaneous Membership Program in the National Guard which offers as much as \$20,000 (in-state) and \$25,000 (out-of-state) in total aid provides excellent opportunities for cadets to serve and obtain an education.

c. Next year the Air Force will accept only those cadets who indicate a desire to commission into the program for the final two years. All cadets have been briefed about this change which will result in increased numbers in other services.

d. Colonel Dean Lee will be the new Professor of Aerospace Studies (Air Force ROTC) and Colonel Patrick Looney is the new Professor of Naval Science (Navy/Marine ROTC).

e. Twenty-four Air Force packets were sent forward for Third Classmen, and all 24 were accepted for summer training which should equate to a significant increase in Air Force commissions in 2014.

f. The number of Naval scholarships available is up slightly, and the Navy exceeded their quota for the Navy Nuclear Program. One cadet was commissioned in the SEAL program and four cadets will attend the mini-BUDS program this summer with the goal of commissioning into the SEALs.

g. Colonel L.E. Hurlbut, Deputy Commandant for Cadet Life, provided a briefing on activities in her area focusing on community service projects during the spring FTX. The Cadet Life budget for FY 2012 was \$409,029 and supports 22 club sports, 36 clubs/extra-curricular activities, 30 EMT-B trained cadets, two major dances, two movies, conference attendance by cadets and other miscellaneous activities. Cadet Life also oversees company competitions for Garnett Andrews (military skills), Commandant's Cup (physical fitness), Company Cup (Academics), and the Superintendent's Cup (highest combined scores in academics, fitness, and military skills). Institute Seminars and Life Skills training are provided on more than 50 topics. A listing of these topics and fall and spring activities supported by Cadet Life are filed with the minutes of this meeting as **Appendix X**.

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

- a. Theodore F. Adams '83 of McGuire-Woods Consulting reported that VMI received placeholder funding of approximately \$3.1 million for planning for the Indoor Corps Physical Training Facilities (please see 4 a. of these minutes). VMI is seeking relief in the base budget adequacy formula for state funding, and SCHEV is working with VMI in this process. He also noted Governor McDonnell's visit to VMI on 23 March.
 - b. Lieutenant Colonel Amy F. Goetz, Director of Marketing in the Office of Communications & Marketing, reported that she had many hours of interviews, from sessions with cadets and Honor Court members, used to produce the video promoting the Honor Conference held at VMI on 5-6 March. She will use this footage to enhance the story of the conference and place more of the honor material on the VMI website. The C&M office also produced a video for the upcoming STEM conference, is working with the Foundation on 25th and 50th reunion videos, and is assisting the Keydet Club with short videos to help with athletic fund raising.
 - c. Colonel Keith E. Gibson, Executive Director of Museum Operations, distributed copies of brochures highlighting activities and providing information about the VMI Museum, the Stonewall Jackson House (SJH), and the Virginia Museum of the Civil War at the New Market Battlefield State Historical Park. Visits to all three locations are ahead of last year's pace, but donations are slightly behind. A concerted effort has been underway to encourage past donors to the SJH (the Institute took ownership in March 2011) to continue their support.
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27. General Jumper, Chair of Nominating and Governance, reported on the meeting of his committee.

- a. The committee reviewed the updated Board schedule and agenda process which will go into effect for AY 2012-2013...there will be only three meetings per year – September (Monday-Wednesday), January (Thursday-Saturday), and May (Thursday-Saturday) – all in Lexington.
 - b. A motion was made by General Jumper, seconded by Mr. Galanti, that the Board of Visitors adopt the following slate of officers for 2012-2013: Mr. Fraim – President; General Jumper, Mr. Latsha, and Mr. Ramsey – Vice-Presidents; MG Hickerson – non-alumni member of the Executive Committee; Colonel Strickler – Secretary; Cadet John E. Dommert '13 – Cadet Representative. The motion passed.
 - c. The committee also discussed possible Board replacements for General Griffith, Mr. McIntosh, and Mr. Rogers and reappointment of Mr. Ramsey. Nominations were sent by the Alumni Association, per State Code, to the Governor in March.
 - d. The committee acknowledged the services of Colonel Blanks to its meetings and to the Alumni Association over the past two years.
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28. **Entered into Closed Session:** A motion was made by Mr. Rogers, seconded by Mr. Gottwald, to enter into a Closed Meeting. The motion passed and the Board entered into Closed Session at 1032 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 a departmental investigation, FOIA requests, and cadet club activities.
 2. Personnel matters related to specific individual employees related to performance, discipline, evaluation of performance of departments of public institutions of higher education where such evaluation will necessarily involve discussion of the performance of specific individuals, and discussion of prospective candidates for appointment of specific public officers of any public body (pursuant to 2.2-3711 (A) 1), relating to job performance, termination, salaries, departmental investigation, and Board of Visitors appointments.
 3. Disciplinary and other matters involving specific cadets and individuals (pursuant to 2.2-3711 (A) 2) relating to indiscipline and honor court cases.
 4. Briefings by staff members concerning actions related to public safety and security of VMI's technology infrastructure (pursuant to 2.2-3711(A) 19).
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29. **Return to Open Meeting:** At 1207, a motion was made by Mr. Ramsey, seconded by Mr. Foster, certifying the Closed Meeting. The motion passed.

30. A motion was made by Mr. Rogers, seconded by Mr. Robertson to approve General Peay's report on the Superintendent's MBOs for 2011-2012 and the Superintendent's MBO's for 2012-2013. The motion passed. Both documents are filed with the minutes of this meeting as **Appendix XI.**

31. The following motion was made by Mrs. Camp and seconded by MG Long: 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 2012. This payment will be added to General Peay's deferred compensation account on 30 June 2012. The motion passed.

32. There being no further business to come before the Board, the meeting was adjourned at 1210 hours.

Michael M. Strickler '71, Secretary