VIRGINIA MILITARY INSTITUTE
Lexington, Virginia
Minutes
BOARD OF VISITORS MEETING
17-18 September 2013

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 on Tuesday, 17 September and continuing at 0800 hours on Wednesday, 18 September pursuant to notice.

Present: Mr. George P. Ramsey III '72, President
John C. Allen '62
George J. Collins '62
Paul E. Galanti
MG Patricia P. Hickerson
BG Janice G. Igou
General John P. Jumper '66
Kimber L. Latsha '77
MG Daniel E. Long
W. Gregory Robertson '65
Ernesto V. Sampson, Jr. '98
Dr. H. George White, Jr. '54
LG Frances C. Wilson
Weston S. Hitchcock '14 (present on Wednesday)

Absent: John W. Boland '73
P. Wesley Foster '56
Paul D. Fraim '71
Bruce C. Gottwald, Jr. '81

Tuesday, 17 September – 0800

1. Mr. Ramsey presided and called the meeting to order. Colonel Jeffrey H. Curtis '79, Secretary to the Board of Visitors, recorded the minutes.

2. Mr. Ramsey welcomed new board member Lieutenant General Fran Wilson, USMC (Ret.) and noted that Mr. Bill Boland, the other new member, was unable to be in attendance. Both had attended a VMI New BOV Member Orientation at the Institute on 5 September 2013. He also congratulated General Jumper and Mr. Latsha upon their being reappointed to the Board for second terms. Mr. Ramsey then noted that due to some specific member absences, there would be no Athletics Committee meeting at this session. Mr. Donny White, VMI's Director of Intercollegiate Athletics, would provide a full report to the entire BOV during his briefing later in the day. This would take the place of his report to the Athletics Committee with that chairman then reporting to the full Board.

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3. General J. H. Binford Peay III ’62, VMI Superintendent, addressed the Board on the higher education environment and VMI.

a. Gen Peay noted this has been one of the busiest summers he has ever experienced during his tenure at VMI. The Joint Legislative Audit Review Committee (JLARC) review of higher education in Virginia has been ongoing. Previously, the JLARC had issued a partial report-out from their two visits to VMI earlier in the year. Athletic funding and costs of education in general are items being reviewed by JLARC. He believed VMI will be “solid” in the eventual report-out by the JLARC.

b. Gen Peay noted that both sessions of summer school were in full operation with over 550 cadets attending. Approximately 46% of the in-bound Rat Class attended the Summer Transition Program. The Science Building construction was completed on time and now those cadets and faculty have an almost completely new, refurbished learning environment. This building will be re-dedicated on 11 November as Maury-Brooke Hall; plans are underway for the event which will have descendants of both families present. In barracks, wireless internet was installed over the summer which will enhance cadets ability to use the internet.

c. Athletically, VMI earned the Big South Conference Sportsmanship Award for the year, which is the seventh time in the last eight years that VMI has been voted by conference members to receive this award. In June, a Hollywood movie team was on Post shooting *Field of Lost Shoes*. The shooting took approximately a week and portions of Post were shut down while filming occurred. Turman House, General Peay’s and Colonel Wanovich’s Quarters, and barracks were among the shooting locations. Also over the summer General Peay, BG Schneiter, BG Green, Colonel Knick, and Lieutenant Colonel Parker traveled to Richmond to brief the Six Year Plan to the State Council on Higher Education in Virginia. This 84 slide presentation went exceedingly well and he commended the staff for their work.

d. ROTC summer camp attendance was heavy as cadets seeking to commission worked hard during their respective service camps. General Peay briefed that Matriculation on 17 August went very well as did the following training period. In academics, he provided a highlight of the initiatives in the English, Rhetoric, and Humanistic Studies and Modern Languages and Cultures Departments. General Peay noted that “rightsizing” departments with professors and cadets in the major is an ongoing effort and will continue to 2018. The Board was briefed that the Faculty Compensation Study will be presented to them at the January meeting. Finding the right number and type of colleges for VMI to be compared to has been the difficult part. He recently came up with a cohort and provided it to the Dean, asking him to have his study group review those colleges and see where VMI ranked. In this general area of compensation, he stated factors such as stipends and cost of living are all pieces that need to be encompassed in this study.

e. Gen Peay highlighted 47 events that have occurred since the May 2013 Board meeting and 39 events that will occur prior to the January 2013 meeting. A complete list of these events "A Look Back" and "A Look Ahead", as well as the staff briefings that followed General Peay, is filed with the minutes of this meeting as Appendix I. He also provided the Board with an overview of the Class of 2014 Leadership. The top three cadet leadership positions for 2013-2014 are Honor Court President Edward Gottwald, Regimental Commander Joey Bishop, and First Class President Wes Hitchcock.

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4. Colonel Jamie Inman '86, Chief of Staff, provided an admissions update.

a. The current Rat Class matriculated 502 with 45% out-of-state, a record 62 females and 54% STEM majors. The goal for the Class was a total of 490 with 46% out of state and 50% STEM majors.

b. Applications of 2,012 (1,113 out-of-state, 899 in-state) was the third year in a row that VMI had received more than 2,000 applications.

c. To reach a class size of 490 with a 55/45% in state v. out of state mix, appointments were 558 for out-of-state and 394 for in-state. The "yields" (% who matriculate out of those appointed) were 40% for out-of-state and 71% in-state. The overall yield was higher than the previous year by 1%. This marked the fourth consecutive year that the entering Rat Classes was above 500.

d. Compared to last year's Rat Class (Class of 2016), the average high school GPA climbed from 3.51 to 3.61 and SAT scores remained stable with an 1156 average compared to 1158 the year before. Other profile highlights for the Rat Class included 479 early decision applicants, 17% legacies (7% sons and daughters), cadets from 36 states and the District of Columbia, and 103 scholarship or recruited athletes. Of the 28 African-Americans in the Rat Class, 17 were recruited athletes and 18 of the 62 female matriculants were recruited athletes.

e. Mr. Collins asked how VMI was working with the present national demographics for college applicants. LTC Whitmore from the Admissions Staff advised that VMI looks at their Inquiry Pool size, which is based upon contacts from potential students. These contacts can be the product of admissions counselor recruiting visits, New Cadet Recruiting, various forms of marketing, and their contractor's efforts to identify students. With indications that the national pool is diminishing in quantity, there is some concern in the future that admissions pools will shrink. For the immediate future, this is not a huge concern.

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5. Brigadier General R. Wane Schneiter, Deputy Superintendent for Academics and Dean of the Faculty, presented a briefing on the VMI Alumni to Faculty Plan.

a. He observed that the greatest obstacle in this endeavor is the number of alumni available. This is exacerbated by comparatively low salaries. The recruiting plan must thus create incentives to attract graduates and offer salaries that are competitive. For Academic Year 2012-13, there were 18 faculty searches and a total of 455 applicants. There were four qualified VMI graduates who applied; all four were interviewed and two were hired.

b. To build a candidate pool, the approach will be to provide financial support to encourage cadets to pursue graduate study, provide mentoring and counseling to those cadets, broadly publicize vacancies among alumni, and then provide support to those graduates while they are studying. He noted that financial support in the fields of science and engineering is normally present as those students earn grants and stipends for research work and receive tuition waivers. For the Humanities and Social Sciences, that is not the case and those educations must be paid for by the individual. What is needed to start this effort are $20,000 annual scholarships for eight VMI graduates. This would be a four year cycle with a total individual award of $80,000. This would assist in getting VMI graduates into those departments where none presently exist—and this is particularly in humanities and social sciences departments. To fully implement the above program, an endowment of $3M will be needed.

c. This plan calls for graduates to enter the program in the fall of 2014, with the potential candidates becoming available as professors in the fall of 2018. The initial preferences will be in the humanities and social sciences. The VMI Alumni Recruiting Committee would work the formal recruiting and nomination process. For those cadets in the program, annual reports would be required. Upon earning their degree, they would be required to apply for a vacant position and if selected, they must accept the offer or else re-pay the scholarship. General Jumper asked about the faculty's level of interest in serving as mentors to encourage these cadets. BG Schneiter advised the interest is there among the faculty to support this endeavor.

d. To publicize these efforts, beginning with the 2013-14 search cycle, Human Resources will ensure that the VMI Alumni Agency Career Networking email distribution list is utilized. Advertisements will appear in the Alumni Review, Institute Report, and periodic emails would be sent to alumni by the Alumni Agency. LinkedIn is now very popular and would be utilized as well. For our graduates coming out of their military obligations, the VMI Webpage will have an invitation to apply and periodic, targeted emails would be sent to identified alumni. Searches of Armed Forces and VMIAA databases for retired or soon-to-be-retiring alumni with Ph.D. degrees would also assist in identifying potential candidates.

e. To further support these efforts, a Graduate Record Examination (GRE) preparatory course is being offered beginning in 2014-15 utilizing funds donated for such purposes. Career Services will administer it to all cadets meeting a minimum threshold. Funding is available for ten cadets each year at a cost of $750 per cadet.

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6. BG Bob Green, Deputy Superintendent for Finance, Administration, and Support, then provided a capital and summer projects update.

a. Maury-Brooke Hall renovations, a $19.6M project, was completed on time. Five classrooms, eleven teaching labs, fourteen research labs, and twenty-two offices were constructed or renovated.

b. Summer projects included barracks parapet and roof as well as stoop repairs. The Cocke Hall Pool went through needed repairs and renovations. The rocky slope next to Foster Stadium presented a safety issue so a slope stabilization project was undertaken and completed. Army ROTC offices in Kilbourne Hall were modified to meet current manning levels and mission needs.

c. The Air National Guard Red Horse unit from Virginia provided improvements to our training ground and facilities at McKethan Park. They constructed concrete pads for future shelters, which are also used by the ROTCs as command centers during training exercises. They also significantly upgraded and re-routed the roads in McKethan Park. VMI supplied the materials and expendables. This unit used this as a training opportunity for their members and it benefitted VMI greatly as well. Their support was superb and BG Green commended MG Long for his efforts and support with this project. Additional improvements are planned for the summer of 2014.

d. Other notable summer projects including office and classroom renovations and construction in Scott Shipp Hall, Mallory Hall, and Nichols Engineering Building. Lastly, the Evening Gun had to be relocated due to an Army Cadet Command safety requirement. A new pad has been installed and the gun has been relocated to another area on the Parade Ground.

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7. Colonel Tom Trumps ’79, Commandant of Cadets, provided a briefing on the Rat Cadre Training, attrition, and the VMI Fitness Test results for the Corps.

a. The ten year attrition average for the Classes from 2004-2013 was 6.7% for the nine day cadre period. The Class of 2017’s attrition rate for that period was 6.2%, however, recent attrition rates for this intense training period have been in the 4% range. An appropriate “look back” will be conducted to see if there are any areas for improvement. Colonel Trumps noted that the ten year average for the end of the first semester was 13.5%, and for the end of the Rat year it was 19.4%. The classes in barracks presently (2014, 2015, and 2016) attrition rates average was 9.3% and 15.8%, respectively. Attrition will continued to be monitored closely by the Commandant’s staff. Mr Collins inquired if exit interviews were conducted. Colonel Trumps responded in the affirmative. The majority of those who departed stated themes such as “I didn’t know it was going to be this hard” and/or “This just isn’t for me.” Mr Allen asked if there was any type of look-back to Admissions and who we brought in a Rats. Gen Peay advised this was done both formally and informally. Analyses have been conducted on attrition and the Admissions

Office tracks those who have resigned to see if they have attended Open Houses, personal interviews and visits, in state or out of state, etc.

b. Cadre training occurred from 10-16 August, which is the earliest reporting date in history. In addition to the preparations for Matriculation Week training, the cadre received instruction on saber manual, Blue Book, and Inspector General training. The Rules of Engagement for the Rat training were thoroughly covered and training at the company level was also executed.

c. Matriculation Week training for the Rats was conducted from 17-25 August. Training included inspections, drill competition, lectures, and the requisite military training to prepare them for entry into the Corps. The training went very well and the weather and temperatures were optimum. The training concluded with the Sunday Crucible event followed by the parade down Letcher Avenue. Gen Peay and the senior staff took the review.

d. The VMI Fitness Test responsibility was assumed by the Commandant's Office in 2010. There is now three years of reliable data for comparison. The pass rate has gone from 71% for the Corps in 2010 to 83% in the Spring of 2013. Conversely, failure rates have decreased from 27% to 12% during this period. Comparisons were also made between male and female cadets, with the latter group achieving a 25% improvement in pass rates during this period and a phenomenal 40% reduction in failure rates. "Diagnostic" testing data is gathered on Rats with a test within their first two days of Matriculation. Pass rates range from 44 to 51% for the Classes of 2015, 2016, and 2017. Mr Robertson and Mr Ramsey inquired about the preparation level by in bound Rats. The staff advised that arriving physically fit is hit very hard on the website, Open Houses, and admissions interviews. Videos are even on the website for taking the VFT as well as guidance on what types of exercises to perform in order to arrive in good physical condition.

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8. Director of Intercollegiate Athletics Mr. Donald T. White '65 provided a comprehensive update to the Board on athletic conference changes, the new athletics committee structure, athletic fees, scholarships, and academic performance rates for VMI teams.

a. Mr. White briefed the history of the Big South and Southern Conferences memberships. A significant amount of transformation has occurred in both conferences. VMI of course was a charter member of the Southern Conference, which will have ten members when VMI rejoins in 2015. VMI will have the second smallest enrollment in the Southern Conference. Mr. White advised that VMI will be attending both the upcoming Southern and Big South Conference meetings.

b. Last spring and during the summer, athletic committees were reviewed by the staff. A new committee structure with modified charters and membership was built that will better serve VMI and our athletic program. An NCAA Athletics Oversight Committee has been formed which will be chaired by the Deputy Superintendent for FAS. Three

committees will report to it: Athletic Awards, Cadet Athlete Advising Committee, and the NCAA Compliance and Eligibility Committees. The Athletic Appeals and Sports Hall of Fame Committees will continue to report directly to the Superintendent.

c. Mr. White briefed the Board on a number of items involving the VMI athletics program. Among Virginia public colleges, VMI has the highest percentage (27%) of NCAA athletes in their student body. VMI's student athletic fees constitute 12% of total tuition and fees, which is in the bottom third of Virginia public colleges. With a small student population, VMI receives only 27% of its athletic budget from these fees, compared to other colleges which are in the 60-80% range. In the five year period from 2007-2012, VMI has added only four scholarships for athletics, which is among the lowest in the state.

d. Most Virginia athletic programs generate less than half of the revenue required to operate their programs. The average is 31% and VMI is at 61%. UVA and Virginia Tech are at 84 and 89%, respectively. The median athletic program budget for Virginia schools particular division (e.g. FBS, FCS, Division II, Division III, etc.) was exceeded by nine of the Virginia schools. VMI was not one of them. In terms of coaches salaries for all sports, VMI is near the bottom in salary growth changes over the period from 2006 to 2012.

e. The Academic Performance Rates for VMI sports teams overall are in good shape. Women's Water Polo is presently below the NCAA desired 935 score, however, this is a new team with very small numbers of athletes. There must be four years of data before these scores "count" as well as at least 30 athletes in the cohort. Football experienced two "down" years but the projected cumulative four year average that the NCAA looks at is expected to be a 935. Much will depend upon the academic performance of that team this year. If the cut-off is not achieved, potential NCAA penalties include loss of practice time, loss of scholarships, or no playoff opportunities for the school.

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9. The meeting was adjourned at 0953 hours to reconvene Wednesday, 18 September at 0800 hours.

Wednesday, 18 September – 0800 hours

10. Mr. Ramsey called the meeting to order. Attendance was the same as on Tuesday. Mr. Ramsey opened the meeting by thanking Colonel Keith Gibson, Director of VMI Museum Programs, for his hosting the Board social event in the VMI Museum and then serving as the guest speaker at the Board dinner the prior evening.

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11. *A motion was made by General Jumper, seconded by Mr. Latsha, to approve the minutes of the 3-4 May 2013 meeting of the Board of Visitors.* The motion passed.

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12. First Class President Weston Hitchcock, Regimental Commander Joey Bishop, and Honor Court President Edward Gottwald were introduced and made brief statements to the Board regarding their particular areas within the Corps of Cadets.

a. Mr. Bishop reported the cadre training that began on 10 August went well as did the Matriculation training for the Rats. When the Old Corps reported back to VMI, they have been off to a busy fall start which includes six home football games and a Corps Trip to the University of Virginia. The Class of 2014 goals which were formulated during the April 2013 Leadership Retreat were to review and improve the Guard Team and to strengthen cadet and cadet-athlete relations. The Guard Team now has restructured posts and additional manpower in order to make it more effective in today's threat environment. The relationship between athletes and the rest of the Corps is now the best he has seen in his cadetship.

b. Mr. Hitchcock advised that the main objective from the Leadership Retreat in his area was to have a class system that is enforceable and works well. Cadet conduct is the first priority followed by privileges. Other goals for the year are to strengthen the General Committee and Executive Committee systems, run a professional Ratline and adhere to VMI's goals. He announced that the Class of 2014 has already begun work on a campaign to give back to the Institute. They are already organized with a goal of 100% participation by the time of graduation on 16 May.

c. Mr. Gottwald stated the education of the Rat Class was the Court's main focus. There were three one hour training blocks during the Matriculation Training period. One Honor Court member was assigned to each company. Each briefer had rehearsed their lecture during the preceding Cadre Training week. This assisted greatly in ensuring that complete, accurate, and uniform information was being provided to every Rat. The Court's focus is to ensure each Rat and member of the Old Corps feels comfortable asking questions; the motivation should be "honor is a lifestyle" versus something to fear. Following the dismissal of the prior Honor Court president, the initial reaction from the Corps was shock and among a small number, anger. Shortly after that the shock was replaced by the realization that the system did work and that no cadet is "above the system."

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13. The Board received remarks from representatives of the Alumni Agencies: Mr. Robert A. Heely '69, President, VMI Alumni Association; Walton M. Jeffress, Jr. '68, President, VMI Foundation; and Mr. William Paulette '69, President, VMI Keydet Club.

a. Mr. Heely advised the Board that signifcant efforts are ongoing with the New Cadet Recruiting Program. There are 32 events scheduled throughout the nation by the chapters. Mr. Sean Lanier '94 has taken a lead role in the area of diversity recruiting. This is a follow-on to the initiatives which emanated from the March 2013 Diversity

Conference which occurred at VMI. Mr. Lanier is on the Diversity Recruiting Subcommittee which is part of the NCR Program. They are working with the Alumni Association and the chapters to enhance minority recruiting efforts at these events. Mr. Heely reported that one set of class reunions has occurred with another set scheduled for 27-29 September. He also noted that recently the 15th Annual Pilgrimage in Hayneville, Alabama had recently occurred to honor Jonathan Daniels' '61. This event was attended by a number of VMI alumni as it is each year. He noted the high regard that the Episcopal Church holds for Jonathan Daniels and that it is important to remember him as one of VMI's historical heroes.

b. Mr. Jeffress reported that FY 2013 was a great year for the Foundation with donations up 111% from FY 2012; in dollar amounts it was $62.6M versus $27.9M the preceding year. In the first two months of the current fiscal year, VMIF is receiving at the same level for unrestricted donations and is slightly ahead of last year in the total number of donors—a great start for this year. The endowment is presently valued at $330.6M, which is a $500,000 increase since the May BOV meeting. Mr. Jeffress advised the Campaign is still in the quiet phase. The Campaign Cabinet has met six times and will meet again on 25 September. Cabinet members have been going out to visit prospective donors and will continue to do so. The "slicky" which is the handout given to prospective donors is in draft stage. This document lists the needs and goals of the Campaign.

c. Mr. Paulette advised the Board that the Keydet Club had met its fiscal year goal for scholarships by raising $3.2M along with an additional $1.9M for the athletic endowment. This sum of $5.1M was $1M more than had been raised in any prior year. Compared to other colleges, VMI athletic donors are doing a phenomenal job. To date there is $18M in the endowment with a goal of $40-45M which will hopefully be reached during the Campaign. Mr. Paulette reported he served on the Search Committee for the new athletic director and was very impressed with the final candidates that were interviewed. Dr. White, who was also on the Committee, concurred with this observation. On 12 October, the Keydet Club will hold its annual Scholarship Banquet for donors, cadet athletes and their parents. Mr. Donny White will be the speaker. At the conclusion of Mr. Paulette's remarks, General Jumper noted that the cooperation amongst the VMI agencies has been very good for this Campaign—and further noted that the level of cooperation was not nearly as great during the prior Campaign. Mr. Ramsey agreed and thanked the agencies for their cohesive efforts with the ongoing Campaign.

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14. Dr. White, Chair of Academic Affairs, reported on the meeting of his Committee.

a. The Dean provided his Committee with an overview of ongoing activities to his committee and introduced his staff.

b. *A motion was made by Dr. White, seconded by Mr. Ramsey: The Academic Affairs Committee has considered the Changes in Faculty and Staff, dated 2 September 2013 and*

recommends that the Board of Visitors approve these changes. The motion passed. These Changes will be filed with the minutes as **Appendix II**. A question was asked about resignations that occur at other times and how they were recorded. Colonel McDonald advised these orders are collected and presented to the Board as the resignations become effective.

c. *Dr. White made the following motion, seconded by Mr. Ramsey: The Academic Affairs Committee has considered the Graduation List for September 2013 graduates, dated 2 September 2013. The Committee recommends the Board of Visitors approve this preliminary list of graduates. The Board of Visitors grants 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 2013 graduates be filed with the minutes of this meeting*. The motion passed. The final list of May 2013 graduates (Memorandum #41, dated 17 May 2013) is filed with the minutes of this meeting as **Appendix III**.

d. *A motion was made by Dr. White, seconded by Mr. Sampson: The Academic Affairs Committee has considered the recommended Curricular Changes dated 30 August 2013, and recommends that the Board of Visitors approve these Curricular Changes and that they be made part of the minutes.* The motion passed. The list of changes is filed with the minutes of this meeting as **Appendix IV**.

e. Dr. White reported the new degree and new department in Computer Sciences has been approved previously by the BOV. Presently, the VMI staff is working with SCHEV to secure their approval. The goal is to begin phase-in of this plan in 2013 and have the first graduate in 2016. The ROTC departments have also approved this degree which is important for those cadets on ROTC scholarships. Two faculty searches are ongoing.

f. For the redesign of the English department, a number of job searches have been conducted with six new faculty hires. Mr. Robertson asked about the difficulty in hiring with the current compensation levels. Colonel Robert McDonald responded there were a very healthy number of applicants and VMI was able to get the desired specialties sought for these positions. While the offered salaries were not high, the attractiveness of small class sizes, undergraduate research opportunities, and other features were persuasive. He noted that all were asked to submit a paper on "why they chose VMI over other offers" and the results were quite enlightening.

g. In the Modern Languages and Cultures Department, Dr. White reminded the members that Japanese and German language instruction was deleted and Mandarin Chinese was added. This results in Arabic, Spanish, French, and Mandarin Chinese being offered for language instruction. Two new French professors will be hired to begin work in the fall of 2014 and the fall of 2015. He noted that VMI is presently negotiating a memorandum of agreement with the Republic of China Military Academy for both an exchange faculty and exchange student program.

h. For the Psychology Department initiatives, the Philosophy segment is being transferred to the English, Rhetoric, and Humanistic Studies Department. The review of the proposal to eliminate the BA degree option is ongoing. One current proposal is that if the BS degree is the only offering, cadets would not be required to take calculus, but would instead be required to take courses in statistics.

i. The Dean provided a report to the Committee on Jackson-Hope funded initiatives, which included Summer Undergraduate Research, Miller Academic Center, and the Math Education and Resource Center operations.

j. Fourteen faculty searches will be ongoing throughout this academic year. VMI Outstanding Faculty Award nominees were Professors Taifi, Cobb, and Moore.

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15. General Jumper, Chair of Audit, Finance and Planning reported on the meeting of his Committee.

a. *A motion was made by MG Hickerson, seconded by Mr. Galanti, that the Board of Visitors approve VMI's revised Six-Year Plan.* The motion passed. The memorandum accompanying this motion is filed with the minutes of this meeting as **Appendix V**. The Six-Year Plan is on file in the Office of the Deputy Superintendent for Finance, Administration, and Support.

b. *A motion was made by Mr. Robertson, seconded by Mr. Galanti, that the Board of Visitors approve and adopt the Strategic Plan Update 2013*. The motion passed. The 2013 Strategic Plan is on file in the Office of the Deputy Superintendent for Finance, Administration and Support.

c. *A motion was made by Mr. Ramsey, seconded by Mr. Robertson, that the Board of Visitors approve and adopt the SWaM (Small,Woman-owned, and Minority-owned) Plan.* The motion passed. The 2013 SWaM Plan is on file in the Office of the Deputy Superintendent for Finance, Administration and Support.

d. The Committee was briefed that the General Assembly had approved VMI's request for $4M of Virginia College Building Authority bond financing in order to make the necessary repairs on the Foster Stadium slope, barracks roof and turrets, and the Cocke Hall swimming pool. In order to do so, the Board must agree to this and adopt resolutions authorizing it. This bond financing would bring VMI's total outstanding debt to approximately $16.4M with annual debt service payments of approximately $1.6M. This new debt would have a minimal impact on VMI's debt ratios and would comply with VMI's debt policy.

A motion was made by General Jumper, seconded by Mr. Latsha, that the Board of Visitors adopt the resolutions authorizing VCBA bond financing for the Improve Post Facilities capital project and declaring VMI's intent to reimburse the cost of certain

expenditures incurred prior to adoption of this resolution. The motion passed. These resolutions will be filed with the minutes as **Appendix VI**.

e. Gen Jumper advised the Committee had been briefed on the malware threats to the VMI network. BG Bob Green briefed the key financial indicators, including enrollment impacts, auxiliary enterprises, and unique military account statuses. He reported that VMI presently had 562 full time equivalent positions available but only 542 were filled. General Jumper noted that one of the recent audit findings concerned the staff's being one deep in a number of positions and there was no back up. The staff is presently trying to train other employees in those critical areas to backfill in case of absences by an incumbent. The Committee was also briefed on risk assessment indicators looking at financial and internal controls. VMI has 42 processes and performs annual reviews. Regarding the George C. Marshall Library gifting action, that plan is presently on hold. VMI had completed a great deal of staff work, requisite studies and reports, and had secured the Governor's approval for this acquisition. The GCM Foundation, however, sent a letter backing out of this action. It was noted that the Marshall Foundation Board would be meeting next month and this will be discussed further.

f. The Committee was also briefed on the status of the JLARC study of non-academic services and costs of education. They were then briefed on the status of the Corps Physical Training Facility and attendant Cocke and Cormack Hall renovations. VMI's funding is tied to a bond sale that will occur on 26 September. Both Phase I and Phase II are part of this bond package. There is a new state process involved with the flow of funds. VMI anticipates potential funds in the March or April timeframe.

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16. Mr. Latsha, Chair of the Appeals Committee, reported that his Committee had a briefing and discussion with Colonel Thomas S. Baur '75 and Lieutenant Colonel George M. "Merce" Brooke IV '94, the Superintendent's lead and assistant faculty representative, respectively, to the Honor Court, regarding the make-up of the current Honor Court and general honor system procedures. Mr. Latsha advised that Cadet Gottwald's earlier report covered the matters addressed in the Appeals Committee. Mr. Latsha commended the cadet Honor Court leadership on their vitality and the awesome responsibility they had in their positions.

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17. MG Hickerson, Chair of Cadet/Military Affairs, reported on the meeting of her Committee.

a. Commissioning is reported on a fiscal year basis. There are a total of 163 cadets on track to commission in May, with a total of 190 projected to commission as of the end of summer 2014.

b. Army ROTC has over 1,000 cadets in their program. Despite the impacts of sequestration, all cadets were able to get to their summer camps and courses. The Simultaneous Membership Program has grown from 28 to 124 under Colonel Wanovich's supervision. The 110 cadets at the Leader Development Assessment Course

(LDAC) were successful. It was reported that U.S. Army Cadet Command is looking at having cadet training moved from Fort Lewis, WA to Fort Knox, KY. Cadet Command is also reviewing a proposal to add six credit hours of required instruction, which would increase the number of ROTC credit hours from 18 to 24. They are also studying a proposal to add another summer of training for those who wish to commission in the Army.

c. Navy ROTC reports the largest commissioning class (34 cadets) in the country except for the Naval Academy. There are 448 enrolled in NROTC, with 282 in the Navy and 166 in the Marine Corps tracks.

d. Air Force ROTC has 260 cadets enrolled. Summer camp performance by VMI cadets was very good, with four Distinguished Graduates. It was noted that the grade point average of VMI cadets finishing their Rat Year was a 2.7, which ranked VMI 145 of 145 AFROTC schools in the nation. This will be an impediment to commissioning wherein grade point averages are a significant factor.

e. Club Sports continue to be extremely popular with cadets. Major Perry briefed the Committee on the 21 club sports and advised there were 24 active non-sport clubs.

f. Major cadet life events for this fall include the Corps trip to the University of Virginia on 21 September. There will be 21 buses departing to take the Corps to Charlottesville.

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18. Mr. Robertson, Chair of External Relations, reported on the meeting of his Committee.

a. The Committee received a Government Relations update from BG Bob Green and a local relations update from LTC Dallas Clark. Both programs are going well. Mr Trey Adams, our consultant from McGuire-Woods, reported that even with the elections upcoming in the Commonwealth, VMI has good relations on both sides. Legislative visits will be upcoming.

b. Communications and Marketing provided a report on their activities during the last academic year. It was also noted there is a vehicle to identify and track high school students interested in VMI by reviewing the user "cookies." This process would involve sending the student who had expressed interest in VMI a "pop up" reminder. This process resonates more with young high school students than the "spam" emails, which they are inundated with and often times ignore.

c. Mr Robertson highlighted a new recruiting brochure that is being worked and commended LTC Kate Crossman on her work with the VMI website. There is a new initiative to have our website mesh with mobile devices, many of which are as robust as a home computer. The *Field of Lost Shoes* filming project was noted as well. Mr. Robertson reported that the VMI Museum programs are sticking close to their budget and museum operations are doing well.

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19. Mr. Robertson reported on the activities of the Nominating and Governance Committee in the absence of Mr. Wes Foster.

a. The General Assembly's actions which resulted in a number of required BOV actions had been worked by the staff over the summer. Revisions to the by-laws were necessary and had been presented to the Executive Committee following earlier review by the Nominating and Governance Committee. These actions will all be brought forward by the Executive Committee.

b. The process for identifying new appointees and gaining reappointments worked well this past year and work will need to begin in the near future for the next cycle.

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20. Mr. Ramsey reported on the matters considered by the Executive Committee at their meeting on Monday. He noted this is one of the rare occasions where the Executive Committee would "report out" on the second day of a BOV meeting. This, however, is driven by the new legislative requirements directing college Board of Visitors' Executive Committees to take certain actions. VMI's counsel, Ms. Elizabeth Grffin from the Office of the Attorney General, has been heavily involved in ensuring VMI and the BOV take action to fully comply with these new legislative mandates.

A motion was made by Mr. Ramsey, seconded by Mr. Latsha, to approve the amended by-laws of the VMI Board of Visitors in order to comply with all Code of Virginia requirements. The motion passed. The approved by-laws will be filed with the minutes as **Appendix VII**.

21. Mr. Ramsey advised that one of the new requirements is for the BOV to provide an annual report to the legislature. This will occur in January of each year. This is outlined in Section 3, paragraph 10 of the by-laws. As this report will be due before the January Board meeting, the Executive Committee felt that this report should be reviewed and approved by the BOV President who will in turn consult with the Superintendent.

A motion was made by Mr. Ramsey, seconded by General Jumper, to provide the President of the VMI Board of Visitors the authority to approve the annual BOV report to the legislature following consultation with the Superintendent. The motion passed.

22. A "Statement of Governance" for the Board of Visitors was another legislative requirement. A proposed Statement had been drafted by counsel, reviewed by the staff, and the Executive Committee.

A motion was made by Mr. Ramsey, seconded by Mr. Robertson, to approve the draft Statement of Governance. The motion passed. The approved Statement of Governance will be filed with the minutes as **Appendix VIII**.

23. The new legislation also required a "Code of Ethics" be adopted by the Board. VMI already had such a Code that has been applicable to the staff and cadets and was reflected in General Order Number 46. This Code had been reviewed and amended by counsel to make it applicable to the BOV as well. The Executive Committee had reviewed and approved this document.

A motion was made by Mr. Ramsey, seconded by General Jumper, to approve the draft Code of Ethics for the BOV. The motion passed. The approved Code of Ethics will be filed with the minutes as **Appendix IX**.

24. Mr. Ramsey noted that in accordance with current Virginia Code provisions applicable to VMI, the by-laws reflect that the Board's annual meeting is to be conducted after 1 July. Mr. Ramsey observed that often times the President's appointment to the Board expires on 30 June, which means that VMI's Superintendent would not have a President to consult with for two and a half months. Accordingly, the staff has been working with counsel to request a legislative change. Such a change would be to simply delete the language requiring the annual meeting to be after 1 July. The VMI staff and counsel have previously coordinated this request with the Secretary of Education, who has no objection. The Executive Committee concurs that a proposal should be made to change the Code of Virginia.

A motion was made by Mr. Ramsey, seconded by MG Hickerson, to authorize the VMI staff and counsel to pursue the needed legislative changes to delete the requirement that the VMI Board of Visitor's annual meeting be held after 1 July of each year. The motion passed.

25. Mr. Ramsey noted that in accordance with the approved by-law changes, there are some duties of the Executive Committee that likely should be delegated to the Nominating and Governance Committee. This will be reviewed and addressed at the January 2014 BOV meeting. Mr. Collins advised that the Executive Committee would need to ensure that any meetings be in full compliance with state requirements and that our practice should continue to be to report out to the full Board when actions need to be taken. This would ensure that the BOV does not fall into a situation such as the one that occurred last year with the University of Virginia's Board. Mr. Ramsey stated that the Executive Committee would continue to meet in full compliance with legal requirements and continue to report out to the full Board those actions that require full Board action or attention.

26. **Entered into Closed Session**: A *motion was made by General Jumper, seconded by MG Hickerson, to enter into a Closed Meeting.* The motion passed unanimously and the Board entered into Closed Session at 1010 hours to discuss:

1. Consultation with legal counsel regarding specific legal matters requiring the provision of legal advice by such counsel (pursuant to Va. Code Section 2.2-3711 (A) 7) relating to an Office of Civil Rights investigation and issues raised by a VMI alumna.

2. Disciplinary and other matters involving specific cadets (pursuant to Va. Code Section 2.2-3711 (A) 2), relating to discipline and honor court cases.

3. Personnel matters related to specific individual employees related to assignment, appointment, promotion, performance, discipline, resignation, or salaries; and evaluation of performance of departments of public institutions of higher education where such evaluation will necessarily involve discussion of the performance of specific individuals (pursuant to 2.2-3711 (A) 1), relating to the English Department transition, succession plans/senior personnel, and the Superintendent's contract.

4. Discussion of plans to protect public safety as it relates to terrorist activity and briefings by staff members, legal counsel, or law-enforcement or emergency service officials concerning actions taken to respond to such activity or a related threat to public safety; or discussion of reports or plans related to the security of any governmental facility, building or structure, or the safety of persons using such facility, building or structure (pursuant to 2.2-3711 (A)19) regarding possible cyber-attacks on ROTC computers.

5. Discussion of honorary degrees and awards pursuant to 2.2-3711A 10 relating to the Jonathan Daniels Award and the New Market Award.

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27. **Return to Open Meeting**: *At 1120 hours, a motion was made by Mr. Ramsey, seconded by General Jumper, certifying the Closed Meeting*. The motion passed unanimously.

28. Mr. Ramsey noted there were two matters discussed in Closed Session that required a formal Board vote. The first was to address the award of the Board's New Market Medal to the recipient discussed in the Closed Session. If approved, notification to the individual would be made by the President and Superintendent. The second matter requiring a vote concerned an amendment to the Superintendent's contract.

A motion was made by Mr. Latsha, and seconded by Mr. Robertson, to approve the previously discussed nominee to receive the New Market Award in May of 2014. The motion passed.

A motion was made by Mr. Robertson, seconded by Dr. White, to approve the amendment to the Superintendent's employment contract. The motion passed.

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29. Mr. Ramsey observed that the September meeting is designated as the one inviting public comment. He asked that any member of the public wishing to address the Board to please limit their comments to five minutes. He then opened the floor for public comment.

a. Colonel Tappey Jones, professor of Chemistry, addressed the Board. He wanted the Board to be aware that in his opinion cadets engaged in STEM disciplines are now

required to master at least ten times the material than the 1960s when he was a cadet. He felt there are too many non-academic demands made on those students and insufficient time to study or meet with professors. He was also concerned that students will not perform well on field tests in their disciplines. He opined that from the faculty side, the evaluation and promotion system for professors has been at times irrational and felt as well that some members were afraid to challenge this system for fear of retribution. The salary levels he felt were also not what they should be.

b. Mr. Jenns Rhigg from Maryland appeared before the Board. He noted that he had made a presentation approximately seven years ago and was not an alumnus. He spoke about the current levels of student debt in America's colleges and graduation rates, as well as having underserved segments of society able to attend college. He suggested the Board look at cooperative agreements with other states wherein students can receive in state tuition rates as well as abilities to obtain on line education as this is the way of the future. He asked the Board to consider those points. Regarding salaries, he suggested that teachers' salaries be tied to classroom performance by students such that if all students graduated on time and/or receive A's or do well, the professor's salary would be higher. Graduation rates could and should be at 70%. Debt to earnings, graduation rates, and net costs are being examined and reported by various publications and are viewed closely by the public.

30. There being no further business to come before the Board, the meeting was adjourned at 1138 hours.

Jeffrey H. Curtis, Colonel, USAF (Ret.)
Secretary