VIRGINIA MILITARY INSTITUTE
Lexington, Virginia
Minutes
BOARD OF VISITORS MEETING
12 February 2010

A meeting of the VMI Board of Visitors was held in Chantilly, Virginia at the Westfields Marriott Hotel, beginning at 0800 Friday 12 February, pursuant to notice.

Present: Thomas G. Slater ’66, President
Lee D. Camp
Dr. Lie-Ping Chang
P. Wesley Foster, Jr. ’56
Paul D. Fraim ’71
General Ronald H. Griffith
MG Patricia P. Hickerson
General John P. Jumper ’66
Kimber L. Latsha ’77
Michael W. Maxwell ’87
William A. Paulette ’69
George P. Ramsey III ’72
James E. Rogers, ’67

Absent: Anthony Q. McIntosh ’89
G. Marshall Mundy ’56
Maj Gen. Robert B. Newman, Jr. ’73
W. Gregory Robertson ’65

Friday 12 February – 0800 hours

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

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2. *A motion was made by General Jumper, seconded by Mr. Ramsey, to approve the minutes of the 4-5 December 2009 meeting of the Board of Visitors.* The motion passed.

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3. VMI Superintendent General J. H. Binford Peay III ’62 provided updates to the Board in the following information areas:

a. He highlighted some of the 15 principal events which have occurred at VMI since the December 2009 Board of Visitors meeting and 47 future principal events leading to matriculation on 21 August 2010. Both lists of events are filed with the minutes of this meeting as **Appendix I**.

b. As of 10 February, applications are 9.0% ahead of last year's pace. Early decision applications were up 27.5%. A class of 485-490 is expected in August. There is concern over the probability of reductions in the number of ROTC scholarships allotted to VMI.

c. The VMI Counseling Office, which provides cadets mental health and substance abuse services, has two full-time professionals whose workload is increasing exponentially. From 2005 to 2009, the number of sessions which they have conducted has tripled. There is a heightened awareness and sensitivity to mental health concerns and suicide.

d. There are three construction requests which VMI is pursuing for the state's 2010-2012 biennium:

1. Renovation of the Science Building (to be renamed Maury-Brooke Hall) - $18.3 million. Detailed planning is complete.
2. Post Hospital renovation - $5.48 million. Detailed planning is complete.
3. Corps Physical Training Facilities (Indoor physical fitness training facility, Cormack Hall renovation, and Cocke Hall renovation) - $4.57 million

e. An unforeseen change in the date for Washington & Lee's 2010 Parents Weekend, which took up most of the areas hotel rooms, necessitated a change in the date for next fall's Ring Figure. This caused anxiety among some parents of rising second classmen. The new dates are Sunday and Monday, 22 and 23 November.

f. General Peay noted that there are some concerns among the leadership in the Keydet Club that not enough is being done by the administration in support of winning athletic teams. He emphasized the importance of commonality of purpose throughout the Institute and winning must be the VMI way. Regretfully, he felt there was considerable misinformation as to the current status. He also noted that he and Athletic Director Donald T. White '65 work athletic issues on a daily basis, and this administration is very supportive of athletics. Three areas of concern that are currently being addressed are the ninth semester program, additional practice time for all sports, and a more undisturbed eating environment for "Rats" in the Mess Hall. General Peay is meeting with Mr. Charles F. Plageman, President of the Keydet Club next week in Lexington.

g. VMI has met the 2009 targets and thresholds for Institutional Performance Standards as set forth by the State Council of Higher Education in Virginia (SCHEV).

h. Tailors from F. F. & A. Jacobs and Sons, Inc. have been at VMI to fit the faculty and staff for the new Army Service Uniform (ASU) which will be worn beginning with the 2010-2011 academic year.

i. In addition to capital projects, VMI and all state colleges and universities are stressing the importance of higher education to the legislature. Schools have been cautioned about spreading the federal stimulus money over two years for fear that it might be taken back if not used in FY 2011.

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4. Brigadier General Robert L. Green ’67, Deputy Superintendent for Finance, Administration, and Support provided a financial update.

a. Tuition and fees assumptions include a 6.8% increase in FY 2011 and 6.1% increase in FY 2012 for in-state cadets bringing T&F costs to $19,202 and $20,368 respectively. Out-of-state T&F assumptions are a 4.4% increase to $37,090 in FY 2011 and 5.7% increase to $39,215 in FY 2012.

b. Opening enrollment estimates are 1,545 cadets for FY 2011 and 1,552 cadets for FY 2012. Average enrollments for the two years will approximate 1,479 and 1,485 with a 58.7% and 56.7% Virginians respectively.

c. Education & General (E&G) program revenue estimates are as follows: Using conservative estimates for State General Funds support, assumptions are $8.7 million in FY 2011 and $5.5 million in FY 2012…Federal stimulus money of $1.94 million in FY 2011 and $0 in FY 2012…cadet tuition income of $20.93 million in FY 2011 and $32.13 million in FY 2012.

d. Key assumptions show ending fund balances of $5.6 million in FY 2011 and $4.65 million in FY 2012. There is concern that the state may take away the interest on auxiliary fund balances, which schools have been allowed to keep in the past, plus an additional percentage which could amount to a total loss of $500,000 for VMI. Revenues for Unique Military Activities are estimated at $6.24 million in FY 2011 and $6.4 million in FY 2012. Estimates of local funds from the VMI Foundation are $2.59 million and $2.12 million in respective fiscal years, considerable reductions based on rolling averages from previous years in which the Foundation’s market value was greatly reduced. VMI has a $1.2 million line-of-credit from the Foundation which will likely be used in FY 2012 to offset no federal stimulus money. An additional line-of-credit may be sought for 2013. The Institute is also assuming that the Foundation will be successful in refinancing the $45 million capital bond debt.

e. Other areas of concern and additional assumptions:

- No salary increases in FY 2011 and FY 2012
- Contingencies for E&G, Auxiliary, and Local total $1.5 million in FY 2011 and $1.2 million in FY 2012.
- Considerable reductions in the number of ROTC scholarships are anticipated.
- Increase in financial aid from E&G program
- Athletics and the Center for Leadership and Ethics may require “bridge funding” from the Superintendent’s funds.
- Continues $1.0 million in annual cuts in personnel and non-personal expenses

f. Mr. Slater reiterated that the Board must look closely at the fact that the faculty and staff have received no pay increases since December 2007 and there are none scheduled for the next biennium.

g. Mr. Latsha asked if the budget crisis has had an effect on financial aid for out-of-state cadets. BG Green said that traditionally VMI tries to budget about half of the tuition and fee increases

with additional financial aid with families picking up the balance themselves or through loans. VMI doesn't expect this to have a significant impact on out-of-state enrollment.

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5. Brigadier General R. Wane Schneiter, Deputy Superintendent for Academics and Dean of the Faculty, provided a brief academic update.

a. Reducing the faculty load from four to three courses for full-time faculty will be implemented for the fall 2010 semester. This will allow more time for undergraduate research and time with cadets.

b. The faculty merit pay plan is being reevaluated to focus on positive feedback and helpful behavior changes as they work with cadets.

c. There will be eight new faculty hires this year due to retirements and tenure denials [Mathematics (3), Civil Engineering (2), Biology, Physical Education, and English]. There are also three new tenure track positions through the Jackson Hope Fund (Mechanical Engineering, International Studies, and Psychology).

d. The terms of six department heads expire this year. Interviews are in progress, with most department heads likely to be reappointed for another term.

e. Work on graduate school relationships continue with the help of members of the Board and others. It is hoped that six new agreements will be in place by the end of the year.

f. Two outstanding men will round out the Distinguished Speaker Series for this year, Jim Lehrer (22 March) and Pakistani Ambassador to the United States, Haqqani (22 April). In addition the International Studies Department has a preliminary commitment from Secretary of State Hillary Clinton to receive its Distinguished Diplomat Award, likely to take place this spring at VMI.

6. Colonel Thomas H. Trumps '79, Commandant of Cadets provided a brief update on events in his area of operations.

a. For the Rat Breakout on 30 January, part of the day's events was moved back into Barracks which helped involve the entire Corps. Hundreds of sandbags were moved into the Third Barracks blocking the stairway areas to the Fourth stoop, and the Rats had to take them outside before they could proceed. There was another "Meet the Cadre" ceremony and the Cadre then shook hands with the Rats, followed by "Old Yells" and dinner in the Mess Hall. The week prior to Breakout included organized "sweat parties" and validation events involving First Class dykes.

b. The rank selection process for Academic Year 2010-2011 has begun with announcements to be made on 8 March.

c. There is increased emphasis in involving parents in all discipline cases and particularly in the early stages of cadets in demerit trouble.

d. The random drug testing procedures have gone smoothly with 15-20 cadets tested every two weeks. To date there have been no positive tests for substance abuse.

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6. Mr. White provided a brief update on intercollegiate athletics.

a. The Keydet Club presented its "Three-legged Stool Award" to First Classman Audrey Falconi, a First Team All Big South Conference soccer player, who is an academically distinguished Chemistry major, is commissioning in the Air Force, and plans to attend medical school. It marks the first time that a female athlete has received the award.

b. To meet NCAA requirements VMI is adding Water Polo as it seventh women's sport with competition beginning in academic year 2011-2012.

c. VMI and the Keydet Club will be supporting a total of 18 intercollegiate sports as Water Polo comes on-line with hiring of a coach and recruiting in academic year 2010-2011. Funding will be a challenge, and to balance the athletic budget, recruiting, equipment, and travel costs are being reduced in all sports. Priorities must be established with budgetary concerns being reviewed strategically.

d. Head Men's Soccer Coach Ben Freakly has resigned, returning to his alma mater Georgia Southern University.

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7. General Peay briefly reviewed the *Vision 2039 Simplified Descriptors*, noting that some have been achieved (Greater than 55% Virginia cadets; Organizationally streamlined, efficient and communicative; Proud, disciplined, civil cadets, and One cohesive team) and all others are in various stages of progress – some nearing completion/achievement. However, he emphasized that all areas of the Institute must be vigilant to ensure that the progress made is retained. The *Simplified Descriptors* are filed with the minutes of this meeting as **Appendix II**.

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8. Mr. Brian S. Crockett, CEO of the VMI Foundation, introduced Mr. Craig Leech, CEO, and Ms. Elizabeth Ziegler, Senior Managing Partner, of Graham-Pelton Consulting, Inc., which specializes in higher education fundraising and development. Mr. Crockett said that he had asked Mr. Leech and Ms. Ziegler to provide an overview of campaign planning as VMI looks at the possibility of a future fundraising campaign.

a. Mr. Leach said that the two most important aspects of a campaign are planning and leadership.

b. Ms. Ziegler and Mr. Leach gave a PowerPoint presentation which highlighted the following areas for a fundraising campaign:

- Campaign Success Indicators
- Landscape of Potential VMI Campaign
- Campaign Strategies/Best Practices
- Fact-Based Planning for Campaign Success
- Campaign Phases
- Internal Assessment Components
- Internal Assessment/Electronic Screening Outcomes

c. Following the presentation, there was a question and answer session.

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9. Mr. Paulette, Chair of the External Relations Committee, reported on the meeting of the Selection Committee of the Jonathan Myrick Daniels ’61 Humanitarian Award, which he also chairs, held 3 February in Lexington. The Selection Committee reviewed eight candidates and unanimously recommended to the External Relations Committee that Dr. Paul V. Hebert ’68 be the third recipient of the Jonathan Daniels Humanitarian Award. Dr. Hebert, who holds a Ph. D. in Environmental Engineering from the University of North Carolina/Chapel Hill, has spent his life in humanitarian and development efforts working for the Near East Foundation, the World Bank, and the United Nations throughout South East and South Asia, Iran, the Philippines, Nepal, war torn former Soviet Republics, Sarajevo, Serbia, Montenegro, Kosovo, and Ethiopia. He was Head of the UN Office for Coordination of Humanitarian Affairs and Deputy UN Humanitarian Coordinator in Yugoslavia (2001-2003) and in Ethiopia (2003-2008). He currently resides in Nairobi, Kenya with his wife Dr. Mayling Simpson-Hebert where is assisting Catholic Relief Services as a consultant and is also advising and supporting humanitarian conferences and training in East Africa and the Gulf States. Since 2008, he has been helping in a private capacity to raise funds to support a large primary school for children living in a major slum of Nairobi. *A motion was made by Mr. Paulette, seconded by MG Hickerson, that the Board of Visitors approves the recommendation of Dr. Paul V. Hebert ’68 as the third recipient of the Jonathan Myrick Daniels ’61 Humanitarian Award, the award to be presented during Academic Year 2010-2011.* The motion passed.

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10. *A motion was made by Mrs. Camp, seconded by Mr. Maxwell, that the Academic Affairs Committee has considered the graduation list, dated 1 February 2010, for 19 December 2009 graduates and notes that there is no tentative graduation list for January. The Committee recommends the Board of Visitors accept the final list of 19 December graduates and that the list be filed with the minutes of this meeting*. The motion passed. The list of graduates is filed with the minutes of this meeting as **Appendix III**.

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11. *A motion was made by Mrs. Camp, seconded by Mr. Rogers, that the Board of Visitors approve the Changes in Faculty and Staff, dated 1 February 2010.* The motion passed.

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12. *A motion was made by Mrs. Camp, seconded by General Jumper, that the Academic Affairs Committee has considered updates to the **Faculty Handbook**, dated January 2010 and*

recommends that the Board of Visitors approve the ***Faculty Handbook, January 2010***. The motion passed. **The Faculty Handbook, January 2010** is on file in the office of the Deputy Superintendent for Academics and Dean of the Faculty.

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13. The Board had a brief general discussion session about a future fundraising campaign regarding the areas of emphasis, timing, leadership, and overall goal. General Peay urged Board input in light of a possible campaign and that additional talks with Graham-Pelton management will be necessary. He suggested that he and Mr. Crockett prepare some questions for the Board to consider.

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14. **Entered into Closed Session**: A *motion was made by Mr. Rogers, seconded by Mr. Fraim, to enter into a Closed Meeting.* The motion passed and the Board entered into Closed Session at 1111 hours to discuss:

1. Disciplinary matters involving specific cadets (pursuant to 2.2-3711 (A) 2) relating to honor court cases.

2. Litigation (pursuant to 2.2-3711 (A) 7) relating to an Honor Court dismissal and appeal.

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15. **Return to Open Meeting**: *At 1128 hours, a motion was made by General Jumper, seconded by Dr. Chang, certifying the Closed Meeting*. The motion passed.

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16. There being no further business to come before the Board, the meeting was adjourned at 1129 hours.

Michael M. Strickler ’71
Secretary