

VIRGINIA MILITARY INSTITUTE  
Lexington, Virginia  
Minutes  
BOARD OF VISITORS MEETING  
24-25 January 2020

A meeting of the VMI Board of Visitors was held in Lexington, Virginia in the Smith Hall Board Room at VMI beginning at 0800 hours on Friday, 24 January and continuing at 0800 hours on Saturday, 25 January pursuant to notice.

Present: Mr. John W. Boland '73, President  
Mrs. Lara T. Chambers '03  
Mr. George J. Collins '62  
Lieutenant General Charles E. Dominy, USA (Ret)  
Mr. Hugh M. Fain III '80  
Mr. Thomas E. Gottwald '83  
Mr. Conrad M. Hall '65  
Mr. Michael L. Hamlar  
Mr. Richard K. Hines V '66  
Mr. David L. Miller '70  
Mr. Scot W. Marsh '81  
Honorable Joseph R. Reeder  
Mr. Eugene Scott, Jr. '80  
Lieutenant General Carl A. Strock '70, USA (Ret)  
Mr. Thomas R. Watjen '76  
Major General Timothy P. Williams, VAARNG  
Lieutenant General Frances C. Wilson, USMC (Ret)

Absent: None

**Friday, 24 January 2020 – 0800**

1. Mr. Boland presided and called the meeting to order. Lieutenant Colonel Sean P. Harrington, Secretary to the Board of Visitors, recorded the minutes. Also present was Ms. Cynthia Norwood, legal counsel, Office of the Attorney General. Mr. Boland began the meeting with a moment of silence honoring the lives of Mr. Bruce Gottwald and Mrs. Peggy Hall. He thanked General and Mrs. Peay for their hospitality the evening prior at the Board reception. He reminded the Board of the 19 February 2020 VMI Legislative Reception in Richmond, Virginia. Mr. Boland commented that VMI ranked in the top ten in the recent Georgetown Study on “return on investment” and he congratulated General Peay and the staff for their continued success.

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2. General J. H. Binford Peay III '62, VMI Superintendent addressed the Board. He thanked the Board for their support and provided a brief overview of the morning agenda and a

Look Back review of the previous semester. A copy of the slides is appended to these minutes as **Appendix I**.

- a. General Peay discussed the ongoing legislative challenges going on in Richmond and stated that there could be several changes coming out of this current session. General Peay and Brigadier General Clark provided an overview of the 2020 General Assembly Session and Master Planning and the Operational Requests and Capital Outlay Priorities. Brigadier General Clark discussed the results of the November election and shifting of party control in both houses of the legislature, as well as the naming of numerous new committee chairs. There are approximately 200 bills being tracked on the VMI Tracking Report which potentially impacts the Institute.
  - b. Brigadier General Clark discussed the Capital Projects funding and Governor's proposed budget. Safety and Security (Construction Phase Funding--\$9.8M) and Engineering and Laboratory Building (Construction Phase Funding--\$51M) are currently funded projects in the Governor's budget.
  - c. General Peay discussed the Master Planning themes and concepts which included 1) Concentric Circles and Cadet Daily Schedule, 2) Security and Vehicle Traffic, 3) History and Preservation, 4) Energy and Sustainability, 5) Green Space, and 6) Beautification and Disciplined Appearance. General Peay covered some of the projects in planning, as well as the funded projects currently underway or approved for construction.
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3. Brigadier General Dallas Clark '99, Deputy Superintendent of Finance, Administration, and Support, briefed the members on the Operating Budget and the preliminary assumptions.
    - a. BG Clark reviewed the major elements to include enrollment projections, tuition and fees, education and general programs (E&G), the auxiliary enterprises program, the unique military activities program, and capital funds. The projected enrollment for the class of '24 is 500 cadets (300 in-state/200 out-of-state), with a total projected census date enrollment of 1,693 cadets. The tuition and fees projection is \$29,252 for Virginia residents (1.3% increase) and \$57,262 for non-residents (2.8% increase). The proposed increases are within the parameters included in VMI's Six-Year Plan submitted to the state in June 2019. BG Clark also provided the Board with a tuition and fees comparison of selected institutions across the Commonwealth.
    - b. BG Clark covered the Governor's Proposed Budget and the FY21-FY22 priorities. The proposal retains the new FY20 increased Unique Military Activities (UMA) funding of \$1.4M for a total FY21 UMA funding of \$5.6M. The Governor's proposal includes a 0% employee salary increase. Health insurance premiums increase by 2.4% in FY21 and 6.7% in FY22. The proposal increases state general funds for student financial assistance by \$13,400 for a total FY21 amount of \$1,131,618.
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4. Lieutenant Colonel Ammad Sheikh, Director of Career Services, briefed the Board on the status of the 2018-2019 graduates as it relates to employment. Data from 97% of the 351 graduates revealed that 59% were commissioned officers, 32% accepted full-time employment with well-known public and private sector employers, 5% were pursuing graduate studies, and only 1% were still seeking employment as of 31 October 2019. LTC Sheikh provided an overview of the list of major employers that have hired VMI graduates. Additionally, he provided a summary of the top graduate programs being attended by recent graduates. The trend lines for each area of post-graduation opportunities remains consistent from 2009 to present.

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5. Colonel David Gray, Director of the Center for Leadership and Ethics (CLE), provided the Board with an overview of the VMI Leadership Journey, covering the Cadet Leader Development System, the Faculty & Staff Professional Development progression, and the various Leadership Enhancement opportunities for the year. The Leader-in-Residence this coming semester is General Richard Neal (ret), United States Marine Corps.

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6. General Peay concluded his remarks by providing the Board with an update on the Vision 2039 Simplified Descriptors and a review of the Look Ahead calendar items for spring 2020.

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7. **Entered into Closed Session:** A motion was made by Mr. Boland, seconded by Mr. Hall, to enter into a Closed Session. The motion passed unanimously and the Board entered into Closed Session at 0940 hours to discuss:

1. Discussion of the appointment and performance of the Superintendent, pursuant to Va. Code Section 2.2-3711 (A)(1).
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8. **Return to Open Meeting:** At 0946 hours, a motion was made by Mr. Hines, seconded by Mr. Hall, certifying the Closed Meeting. The motion passed unanimously. The Board returned to open session at 0946 hours.

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9. There being no further business to come before the Board, the morning session was adjourned at 0948 hours.

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**Saturday, 25 January 2020 – 0800 hours**

10. Mr. Boland called the meeting to order at 0800. Mr. Boland began the meeting by opening it up for a Public Comment Period. Notice had been given which invited public comment during this morning session. Mr. Boland inquired whether there was anyone desiring to make comments to the Board. There was no one present wishing to do so, therefore he closed the public comment period.

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11. A motion was made by Mr. Collins, seconded by Mr. Hines, to approve the minutes of the 10-11 September 2019 meeting of the Board of Visitors. The motion passed unanimously.

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12. A motion to approve the Board of Visitors Resolution for the following individuals was made by Mr. Collins, seconded by Mr. Hines: Colonel Stewart MacInnis, Colonel Daniel Pharr, Captain Brian Quisenberry '81, and Colonel David Williams. The motion passed unanimously. The resolutions are filed with the minutes of this meeting as **Appendix II**.

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13. First Class President Cadet Samuel Trepp '20, Regimental Commander Cadet Austin Stansberry '20, and Honor Court President Cadet Skyler Birdie '20 were introduced and made brief statements to the Board regarding their particular areas within the Corps of Cadets.

- a. Cadet Trepp thanked the Board for their kind hospitality at the BOV dinner the evening prior, and for their continued support. He provided the Board with a brief update on the successful ratline to date and the achievements made by the class over the past semester. He specifically commented on the recent fundraising event by the Rats to raise money for the Rockbridge Area Relief Association. He commented the class system remains strong and that second class has started the process of selecting their leadership for the next academic year.
- b. Cadet Birdie provided the Board with an update on the Honor Court cases for the current year. As he mentioned in the fall, education remains a top priority. Main focus this past semester was providing education sessions for members of the coaching staff and athletes in the Corps with regards to status. Additionally, transparency of HC operations and processes for the Corps has been an emphasis item for the Court. He closed his remarks by stating the Honor Court met with General Peay this past week to discuss various cases and the way forward with the Court.
- c. Cadet Stansberry provided the Board with an update on the regimental system. He provided an update with regards to the professionalism and improved image of the Corps which was a goal for his leadership team this year. Focus was given to adding historical

perspective and context to ratline training in an effort to providing new cadets with a greater appreciation of the Institute. He stated that the Citadel and WestPoint trips were very successful and that he was very proud of the Corps professionalism throughout both football games. He emphasized that his leadership team is committed to remaining engaged through the entirety of the academic year and carrying forward a positive legacy for the upcoming leadership teams.

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14. The Board received remarks from the President of the VMI Association, Mr. Asa Page III '79, and the Chief Executive Officer of the VMI Alumni Agencies, Mr. Steve Maconi. Mr. Maconi briefed the Board on the evolution of the combined agencies which focused on increased donor engagement, effectiveness in strategic travel, the athletic scholarship budgeting process, alumni engagement initiatives and a comprehensive communications strategy. He provided the Board with an update with the VMI Investment Holdings which totaled \$547M at the end of 2019. Mr. Maconi concluded his remarks by discussing the VMIAA fundraising and engagement efforts. The goal remains to achieve a \$1B endowment by 2039, as well as a scholarship for every cadet, a fully funded athletic scholarship program, endowed chairs in every academic department, \$10M in annual giving, and a minimum of 50% alumni fundraising participation.

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15. Mr. Fain, Chair of Academic Affairs, reported on the meeting of his Committee.

- a. *A motion was made by Mr. Fain, seconded by Mrs. Chambers: The Academic Affairs Committee has considered the Changes in the Faculty and Staff list dated 10 January 2020, and recommends that the Board of Visitors approve the changes in the Faculty and Staff and that the list be made part of the minutes.* The motion passed unanimously. These Changes will be filed with the minutes as **Appendix III**.
- b. *Mr. Fain made the following motion, seconded by Mr. Marsh: The Academic Affairs Committee has considered the attached Graduation List dated 10 January 2020 for January 2020 graduates. The Committee recommends the Board of Visitors approve the preliminary list of graduates (Enclosure 1). The Board of Visitors grants to the Deputy Superintendent for Academics and Dean of the Faculty the authority to delete the 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 Academic Affairs Committee further recommends that the final list of 15 September 2019 graduates (Memorandum Number 11, dated 23 September 2019 – Enclosure 2) and 18 December 2019 graduates (Memorandum Number 17, dated 18 December 2019 – Enclosure 3) be accepted and filed with the minutes of this meeting.* The motion passed unanimously. The final list of September and December 2019 graduates is filed with the minutes of this meeting as **Appendix IV**.
- c. *Mr. Fain made the following motion, seconded by Mr. Hall: The Academic Affairs Committee has considered the recommended Curricular Changes dated 10 January*

2020. The Committee recommends that the Board of Visitors approve these changes and that they be made part of the minutes. The motion passed unanimously. These changes will be filed with the minutes of this meeting as **Appendix V**.

- d. Mr. Fain made the following motion, seconded by Mr. Watjen: The Academic Affairs Committee has considered the Recommended Entrance Rate Guidelines for Faculty Salaries for the 2020-2021 academic year, dated 10 January 2020. The Committee recommends that the Board of Visitors approve these changes and that they be made part of the minutes. The motion passed unanimously. These changes will be filed with the minutes of this meeting as **Appendix VI**.
- e. Mr. Fain commented that the Schwarzman Scholars recently announced the Class of 2021 scholars which included Ms. Tze Ting Chiu, VMI Class of 2018. There were only 145 Schwarzman Scholars selected from more than 4,700 applicants and include students from 41 countries and 108 universities.

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16. Mr. Watjen, Chair of the Audit, Finance and Planning Committee reported on the meeting of his Committee.

- a. The Committee approved their minutes from the 10 September 2019 meeting.
- b. A motion was made by Mr. Watjen, seconded by Mr. Hines, that the Board of Visitors amend VMI's 2019-20 Operating Budget by the amount of \$1,306,000 as outlined in Attachment A. The motion passed unanimously. The amendment is on file in the Office of the Comptroller and was provided to the members. The memorandum supporting these requests will be filed with the minutes as **Appendix VII**.
- c. A motion was made by Mr. Watjen, seconded by Mr. Hines, that the Board of Visitors approve the Post Facilities Master Plan dated January 2020. The motion passed unanimously. The 2019 Post Facilities Master Plan is on file in the Office of the Deputy Superintendent for Finance, Administration, and Support and was provided to the members. A copy of the Master Plan will be filed with the minutes as **Appendix VIII**.

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17. Mr. Miller, Chair of the Appeals Committee, reported on the meeting of his Committee.

- a. The Committee met with the cadet Honor Court leaders. Also in attendance were Colonel George M. "Merce" Brooke IV '94, Colonel Thomas C. Timmes '92, and Captain Mary E. Schriver '14, the Superintendent's representatives to the Honor Court. The Committee received an update on current Honor Court cases and an update from Cadet Birdie on a status of the Honor Court goals for the academic year which were discussed by him earlier in the full session.

- b. Mr. Miller commented on the professionalism of the Honor Court and the Institute representatives and thanked them for their dedication and hard work towards keeping the honor code strong.
  - c. Mr. Miller commented that specifics of the various Honor Court cases would be discussed by General Peay in the Closed Session.
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18. Mrs. Chambers, Chair of the Athletics Committee, reported on the meeting of her Committee.

- a. Mrs. Chambers briefed that the Committee had the opportunity to meet several cadet-athletes and new members of the VMI coaching staff. The Committee had very positive comments on the quality and caliber of the coaches and cadet athletes they have met at their meetings.
- b. Mrs. Chambers covered the fall 2019 VMI Academic Report and the Academic Progress Report by team. A review of the difference between NCAA cadet-athletes term grade point averages (GPA) compared to the VMI Corps of Cadets was also discussed. The cadet-athlete term GPA was a 2.88, and the cumulative was a 2.82 compared to the Corps term GPA of a 2.86 and cumulative GPA of 2.83. There were 13 cadet-athletes with a perfect 4.0 term GPA, 74 with a 3.5 or higher, and 184 with greater than a 3.0 GPA.
- c. Mrs. Chambers provided an update on the fall sports programs. She noted that Mr. Lance Fujiwara, a longtime VMI Associate Athletic Director for Sports Medicine was recently inducted into the Virginia Athletic Trainers Sports Hall of Fame. He has been a member of the VMI program since 1988. Mrs. Chambers provided a brief recap of the fall sports which included football, men's and women's soccer, and cross country. She congratulated the VMI football team for their victory over the Citadel and winning back the Silver Shako.
- d. Mrs. Chambers provided the Board with an update on the Athletic Facility Projects Planning initiatives which included Foster Stadium chair back seating and Gray Minor Stadium upgrades. The Gray Minor Stadium upgrades include replacing the field with artificial turf, expanded dugouts, press box expansion, and the replacement of chair back seating.
- e. Mrs. Chambers provided the Board with a Southern Conference update. She highlighted that Colonel Jay Johnson was named SOCON Faculty Member of the Year, and that Colonel Sarah Jones was named SOCON Staff Member of the Year.
- f. Mrs. Chambers concluded her remarks with an update on the NCAA landscape and a report on the VMI compliance and education program. She discussed the status of the Transfer Portal and the impact it has had on VMI to date with 13 entries from current

cadets. She also provided an update on the status of the Name, Image and Likeness (NIL) issue impacting the NCAA and anticipates new rules regarding NIL to be in place in January 2021.

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19. LTG Strock, Chair of the Cadet/Military Affairs Committee, reported on the meeting of his Committee.

- a. LTG Strock reported that his committee reviewed and approved the minutes from their 10 September 2019 meeting. He also provided the Board with an overview of his committee's responsibilities.
  - b. LTG Strock provided The Board with an update on the Headquarters Company programs and initiatives for the academic year. The S1 Staff has continued their focus on safety and security, as well as a renewed emphasis on accountability procedures. The S2 Staff continues to push the cadet peer tutoring program, and reported that the Corps average GPA is a 2.705. The S3 Staff provided an overview of the training and operations programs for the semester. The S4 Staff briefed the logistics plan for Breakout, their support for numerous Corps activities, and their continuity plans to support the next academic year. The S5 Staff briefed on the fall 2019 public relations initiatives which included supporting three Open House events, new cadet recruiting initiatives, parade filming and holiday suppers. The S6 Staff provided an update on the athletics and fitness programs from the fall, as well as statistics from the VMI Fitness test. The S7 Staff concluded with a briefing on their morale, welfare, and recreation initiatives which included numerous activities supporting the Corps.
  - c. LTG Strock reported that the ROTC and commissioning programs remain strong. In FY19 the Institute commissioned 184 officers, and the projections for FY20 have increased to 224. Additionally, he covered the activities and programs being covered by each of the ROTC departments.
  - d. LTG Strock commented on the cadet attrition report and provided some statistics from the yearly comparison chart for first year cadets. General Peay commented that the attrition report is managed daily by the VMI leadership team, and that the reasons why a cadet chooses to leave VMI is monitored and tracked closely to identify any trends or potential issues. General Peay commented that the attrition rate has remained consistent with the prior year figures.
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20. Mr. Scott, Chair of External Relations, reported on the meeting of his Committee.

- a. The Committee approved their minutes from the 10 September 2019 meeting.
- b. Mr. Scott informed the Board that Colonel MacInnis is retiring and that Mr. Bill Wyatt, currently director of communications for James Madison University, will assume

leadership of the Office of Communications and Marketing in a few weeks. Mr. Scott expressed the appreciation of the Institute for Colonel MacInnis' service to VMI.

- c. Mr. Scott reported that his committee discussed the political developments in the General Assembly and noted that the VMI government relations team has had success in building relationships with new legislative leaders. He also reviewed key dates in the legislative session, which is scheduled to end March 7 and is to return for a one-day reconvened session on April 22.
- d. Mr. Scott reported that a new City Manager has been appointed in Lexington, and he has met with General Peay and has toured VMI. Mr. Scott commented that VMI representatives have attended public meetings held by Lexington to develop a master plan for Jordan's Point.
- e. The Committee members expressed an interest in VMI determining the economic impact of the Institute on the locality and taking an active stance in communicating not only the economic contributions of VMI to the local area, but also the impact cadets, faculty, and staff have in terms of their individual and group support to local organizations.
- f. Mr. Scott reported that there has been a decline in attendance at the VMI Museum and at the Stonewall Jackson House over the past year which can be attributed to the ongoing construction activities. Attendance at the New Market Battlefield State Historical Park has increased during the year. Additionally, there are several maintenance and upgrading projects that are being completed at New Market over the months ahead.

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21. LTG Dominy, Chair of the Nominating and Governance Committee requested that the report on the meeting of his Committee be reserved for Closed Session. Mr. Boland agreed and briefed the Board that he would be covering the Nominating and Governance report for this meeting.

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22. **Entered into Closed Session:** *A motion was made by Mr. Boland, seconded by Mr. Hall, to enter into a Closed Session.* The motion passed unanimously and the Board entered into Closed Session at 1050 hours to discuss:

1. Disciplinary and other matters that would involve disclosure of information contained in the scholastic records of specific cadets, pursuant to Va. Code Section 2.2-3711 (A) (2), relating to discipline and cadet Honor Court cases.
2. Personnel matters related to the employment, assignment, appointment, or performance of specific employees, pursuant to Va. Code Section 2.2-3711 (A) (1), pertaining to a member of the Faculty, and (2), pertaining to the appointment of members of the Board of Visitors.

23. **Return to Open Meeting:** At 1138 hours, a motion was made by Mr. Hines, seconded by Mr. Hall, certifying the Closed Meeting. The motion passed unanimously. The Board returned to open session at 1135 hours.

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24. Following the closed session, the Board took a vote on the proposed BOV nominations to be provided to the VMI Alumni Association for consideration and submission to the Governor. A motion was made by Mr. Collins, seconded by Mr. Hines, to approve the proposed list of BOV nominations to be submitted to the VMI Alumni Agency. The motion passed unanimously. LTG Dominy recused himself from the vote and any discussions related to the BOV Nominations process. Additionally, during the Closed Session and Nominating & Governance Committee meetings, LTG Dominy recused himself from participating in any discussions related to BOV nominations or appointments.

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25. There being no further business to come before the Board, the meeting was adjourned at 1140 hours.

  
SEAN P. HARRINGTON, Lt Col, USAF (Ret.)  
Board Secretary