

VIRGINIA MILITARY INSTITUTE
Lexington, Virginia
Minutes
BOARD OF VISITORS MEETING
27 – 29 April 2023

A meeting of the VMI Board of Visitors was held in Lexington, Virginia beginning 27 April 2023 pursuant to notice.

Present: Mr. Thomas R. Watjen '76, President
Mr. John Adams '96
Mrs. Lara T. Chambers '03
Lt. Gen. Charles E. Dominy, USA (Ret)
Mr. C. Ernest Edgar IV '87
Mr. Hugh M. Fain III '80
Mr. J. Conrad Garcia
Mr. Thomas E. Gottwald '83
Mr. Michael L. Hamlar
Mr. Lester Johnson, Jr. '95
Mrs. Gussie A. Lord '01
Mr. Scot W. Marsh '81
Mr. David L. Miller '70
Dr. Meaghan Mobbs
Mr. Eugene Scott, Jr. '80
Mr. A. Damon Williams '90

Absent: Maj. Gen. Timothy P. Williams, VAARNG

Friday, 28 April 2023 – 8 a.m.

1. Mr. Watjen presided and called the meeting to order. Also present was Maj. Gen. Cedric T. Wins '85, VMI Superintendent, and Mr. Patrick O'Leary '90, VMI Legal Counsel, Office of the Attorney General. Lt. Col. Kevin Ryan '01, Secretary to the Board of Visitors, recorded the minutes.
2. Mr. Watjen welcomed everyone and oversaw an update on meeting logistical aspects to ensure Board awareness.
3. A motion was made by Lt. Gen. Dominy, seconded by Mr. Scott, to approve the minutes of the 26 – 28 January 2023 meeting of the Board of Visitors. The motion passed unanimously.
4. A motion was made by Mr. Edgar, seconded by Mr. Garcia, to approve the Board of Visitor Resolutions for Board Members whose second four-year terms are concluding and VMI Personnel who are retiring from the Institute formally acknowledging their service. The

motion passed unanimously, and the resolutions will be filed with the minutes of this meeting as **Appendix I**.

5. Mr. Watjen, on behalf of the entire Board, expressed great appreciation to Mrs. Chambers, Mr. Miller, and Mr. Scott, and retiring VMI personnel for the significance of their service, noting additional recognition forthcoming, and deferred to Maj. Gen. Wins, who also welcomed Board members back to Post. The Superintendent acknowledged 1st Class Cadet leadership in attendance as well as their successors, and facilitated remarks by Cadet Brandon Marks, Honor Court President, Cadet 1st Captain Blake Smith, Regimental Commander, and Cadet Cameron Cavanaugh, 1st Class President, who introduced their successors. The Board President thanked the 1st Class leadership, expressed great confidence in them, and wished them the very best. Ms. Chambers acknowledged the significance of the graduating leaders' four years at VMI (inclusive of COVID-19 pandemic implications) and led discussions regarding their perspectives on individual experiences, expectations for the future, barracks life, daily scheduling, and the most recent Rat Line.
6. The Superintendent provided the Board with an overview of upcoming key events; distinguished Commissioning officers by respective branch; anticipated personnel changes due to retirements and turnover (thanking all for their service to the Institute and the Corps of Cadets); the composition and accomplishments of the Class of 2023; Strategic Enrollment Management efforts (and related cross-departmental synchronization); Superintendent Cadet Focus Groups (and takeaways thereof); the volunteerism, efforts and effectiveness of the VMI Parents Council; the VMI Women's Faculty Advisory Group activity and recommendations; recent accomplishments of the VMI Cadet Ethics Team; successful Army Research Laboratory partnership outcomes; and implemented VMI workforce compensation adjustments to improve salary competitiveness as funded through the previously approved One Corps One VMI State budget request.

Lt. Col. Joseph Hagy, Director of Admissions, and Lt. Col. Shannon Eskam, Director of Financial Aid, provided the Board an admissions, financial aid, and enrollment marketing brief, noting the VMI Class of 2027 enrollment projection (with underlying methodology, demographic depiction, and academic competitiveness); acceptance rates; admissions deadlines; applicant conversion rate emphasis; forthcoming Common App and Customer Relationship Management (CRM) integration; cumulative GPA spread by incoming class; recruitment event activities; VMI admission agreements with select military high schools; residual staffing needs; and financial aid (including Call to Duty) offers awarded to Class of 2027 candidates (highlighting VMI Alumni Agencies supporting funding). Discussion ensued regarding current and historical acceptance rates, admissions standard setting responsibilities, ROTC scholarship recipient percentages amongst the Corps of Cadets, available and optimal academic support services, application process efficiencies already (and soon to be) implemented, and forthcoming FAFSA alterations (including the possibility for necessary information system adjustments).

Brig. Gen. Dallas Clark '99, Deputy Superintendent for Finance and Support, provided an update to the Board covering significant fiscal year 2024 - 29 budget assumptions and underlying conservatism, proposed tuition and fee increases, the percentage of State and VMI

funded portions of mandatory salary increases, employee vacancy savings, forthcoming debt service extinction, private support growth, estimated fund balance fluctuations over six years, and underway internal budgetary review for additional cost savings. It was noted that additional further details would be covered during the Audit, Finance and Planning Committee meeting, and the Superintendent touched on strategic budgetary implications and considerations for subsequent legislative requests.

Col. Adrian Bogart '81, Commandant, briefed the Board on the leadership development model to be implemented in the upcoming academic year, VMI's Center for Leadership and Ethics lesson integration, year to year focus throughout a cadetship (Lead Self – Influence – Lead Others – Command, successively), issuance of Commandant's Intent translating to the Corps leading the Corps, first year attrition management and perspectives gained by the Commandant's visits to the U.S. Service Academies.

Brig. Gen. Robert Moreschi, Deputy Superintendent and Dean of the Faculty, provided a summarized update on retention, graduation and commissioning rates (and subsequent external reporting thereof), noting intentional activities to reduce attrition and that detailed discussion is expected to take place within the Academic Affairs Committee meeting.

Prior to concluding the morning session, Mr. Fain again commended Col. Wes Robinson, VMI Chief Information Officer, for his many years of service to the Institute in a critical capacity ensuring the modernity and security of VMI's information systems and sensitive data.

Due to Board engagement and active dialogue throughout morning presentations, it was decided by the Board President and the Superintendent to integrate remaining executive presentations into the respective Committee meetings. A copy of associated briefing slides will be appended to the archived minutes as **Appendix II**.

7. During a working lunch, the Board received a VMI Strategic Plan update from Maj. Gen. Wins. Prior to the Superintendent's report, the Board President noted the revised Strategic Plan timeline, additional work to be done by the Institute over the summer months, and that final Board approval is expected during the September 2023 meeting. The Superintendent's remarks (and resultant discussion) included reference to the many accomplishments of Vision 2039; VMI fundamentals (remaining unchanged) and their unwavering influence on the updated Strategic Plan; historical Rat Line review; broad VMI Community survey influence; how the Superintendent envisions VMI, i.e. a first choice destination for talented cadets, faculty, staff, a leadership and education model other institutions of higher learning emulate, a place where America's next general of leaders learn to think critically, ethically, and work effectively in teams, and a place where honorable men and women develop and graduate to serve with courage and compassion; and the six draft strategic initiatives as follows: 1) Premier leadership development 2) Enhanced academic excellence 3) Unmatched mental toughness, resilience, esprit de corps 4) Strategic enrollment management 5) Exceptional facilities 6) Outstanding operational efficiency. Additional discussion items included example implementation goals, next steps, anticipated format of the final Strategic Plan, and current Strategic Plan board review responsibilities and availability. Mr. Watjen

concluded discussions emphasizing that communication is key in that the revised Strategic Plan should be directly associated with VMI's Superintendent, however, also acknowledging that much carries over from the past that has been so well executed. He also reiterated Board sentiment that certain objectives must be pursued concurrent to Strategic Plan finalization (e.g., Athletics Department budget deficit management), and that the Board anticipates receipt of iterative Strategic Plan drafts for review throughout the summer.

8. The Board meet with VMI's Academic Board in satisfaction of Code of Va. Code Section 23.1-1303.17, which is comprised of academic department heads, chaired by Dean of the Faculty, and reports to the Superintendent. Brig. Gen. Moreschi introduced department heads to the Board and facilitated open discussions with respect to the following questions as provided in advance to participants: 1) Why is VMI, and especially its Academic Program, so highly rated by the various rating agencies? 2) Where are we vulnerable? 3) What opportunities do we have in the next 1 to 5 years, and beyond? 4) What is "academic excellence"? 5) How can we be confident we are properly educating our students in this era of partisan positions and challenges to free speech? Specific Board commentary included appreciation to the department heads and faculty for the collective amount of time spent with Cadets inside and outside of the classroom providing vast academic support as well as critical mentorship, and inquisition as to the adequacy of available academic support resources.

At the conclusion of the VMI Academic Board meeting, the Board transitioned to Committee meetings. Following afternoon Committee meetings, the Board reconvened 28 April 2023 for remaining agenda topics and to receive individual Committee reports.

Saturday, 28 April 2023 – 0805

9. Mr. Watjen opened the meeting, commending Col. John Brodie, VMI Director of Music, for the previous evening's entertainment once again, and provided introductory remarks.
10. Mr. Watjen then declared the meeting open for public comment. It was announced that Mr. Dave Condon, VMI Class of 1972 and Mr. Carmen Villani, VMI Class of 1976, provided written remarks to the Board, which were distributed to each member in attendance and electronically to all Board members. No additional requests to address the Board were made at the meeting. The Board President thanked those who provided remarks, welcomed all such feedback throughout the year, and reiterated transition to the historically characteristic public comment cycle (which provides for comment at the April full Board meeting). Submitted public comment material has also been appended to the archived minutes as **Appendix III**.
11. The Board President then welcomed Mr. David Prasnicki, VMI Alumni Agencies Chief Executive Officer and thanked him and his team for all they do in support of VMI. Mr. Prasnicki provided an update on the VMI Alumni Agencies partnership with VMI's

Admissions Office; substantial increases in his team’s recruiting budget; the number of college fairs and events hosted nationally this year; anticipated VMI Legacy Day participation; Keydet Club hosted VMI athletic team reunions; the record number of class reunion events held last year; VMI financial support as guided by prudent endowment management; continued efforts for new donor funding; upcoming Mission Endures fundraising efforts; Call to Duty scholarship support; Peay Fund and Jackson Hope status; the level of Commitments outstanding and historical average comparison; reenergizing of alumni chapters post pandemic; increased spring reunion participation, communication efforts and positive news focus (particularly with Corps Connects videos); digital marketing campaigning; and upcoming VMI Alumni Agencies Board meeting timing. On the latter, Mr. Prasnicky encouraged all alumni to attend and noted the inclusion of a public comment period.

12. Mr. Patrick O’Leary, Legal Counsel, Office of the Attorney General, provided the annual Freedom of Information Act (the Act) training, which included the purpose behind the Act, its applicability, violation penalties, open and closed board meeting stipulations, and public record constitution, retention, and disclosure. Discussion followed, which comprised VMI’s protocol to ensure compliance with the Act, public requests for VMI information (and corresponding personnel impacts), and related regulatory considerations. Mr. O’Leary is available to the Board throughout the year should there be any further questions.
13. Mrs. Lord, Chair of Academic Affairs, reported on the Committee meeting, noting the recent 20 March 2023 Academic Affairs Committee meeting subsequent to the January 2023 full Board meeting (which focused on admissions, financial aid, and enrollment). She complimented the VMI Admissions and Financial Aid Directors for their substantial accomplishments during brief tenures, and provided pertinent details with respect to the following:
 - a. A motion was made by Mrs. Lord, seconded by Mr. Marsh: The Academic Affairs Committee has considered the Changes in Faculty list dated 13 April 2023, and recommends that the Board of Visitors approve these changes. The motion passed unanimously. These Changes will be filed with the minutes of this meeting as **Appendix IV**.
 - b. Mrs. Lord made the following motion, seconded by Mr. Scott: The Academic Affairs Committee has considered the Graduation List dated 13 April 2023 for May 2023 graduates. 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 Academic Affairs Committee further recommends that the final list of 31 January 2023 graduates be accepted. The motion passed unanimously. The final lists of graduates will be filed with the minutes of this meeting as **Appendix V**.

- c. Mrs. Lord made the following motion, seconded by Mr. Edgar, that the Academic Affairs Committee has considered the proposals approved for funding by the Jackson-Hope Board of Overseers at its 11 April 2023 meeting. The Committee recommends that the Board of Visitors approve these appropriations and that they be made part of the minutes. The motion passed unanimously, and the approved proposals will be filed with the minutes of this meeting as **Appendix VI**.
- d. Mrs. Lord made the following motion, seconded by Mr. Johnson: The Academic Affairs Committee has considered the proposed addition to the Faculty Handbook, which now shall be entitled the Faculty Handbook – April 2023. The Committee recommends that the Board of Visitors approve the Faculty Handbook – April 2023 and that it be made part of the minutes. The motion passed unanimously. The Faculty Handbook – April 2023 will be filed with the minutes of this meeting as **Appendix VII**.
- e. Mrs. Lord made the following motion, seconded by Mrs. Chambers: The Academic Affairs Committee has considered the recommended Curricular Changes dated 13 April 2023. The Committee recommends that the Board of Visitors approve these Curricular 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 VIII**.

Mrs. Lord continued with additional summation of Committee discussions, noting Brig. Gen. Moreschi's report on the state of VMI's Academic program, official awarding of the Bruce Gottwald, Jr. '81 Peay Chair for Excellence in May 2023, Herndon Fund support impacts, Compensation Committee review of VMI Administrative Professionals compensation, Women's Faculty Work Group efforts and areas of focus, the extent of Peay Merit funding recipients, and Col. Spencer Bakich's receipt of the 2023 Outstanding Faculty Awards by the State Council of Higher Education for Virginia (SHEV). Col. Bakich is a VMI professor of international studies and the director of the Institute's National Security Program.

14. Mrs. Chambers, Chair of the Athletics Committee, reported on the Committee's meeting, noting (and/or leading discussions regarding) the Athletic Director's disclosure that the forthcoming Regimental Commander, Chief of Staff and Honor Court President are all NCAA athletes, Athletic Department budgetary deficit analysis, ideal staffing levels, continued difficulty fully staffing athletic trainers, the significance of Keydet Club support and future fundraising focus (i.e. possibly operational support oriented versus scholarship endowment), State mandated salary increase impacts, peer school athletic department salary comparisons, potential budget deficit offsetting measures, and historical Athletic Department budgetary balancing versus current outcomes.

Mr. Jim Miller, VMI Athletic Director, provided additional budgetary details, projected fund balance utilization, operational budget outcomes, conference comparisons in terms of staffing and operational dollars, and corporate sponsorship potential.

The Board requested prioritized, in depth VMI Athletic Department budget review, with potential courses of action being brought forth by VMI leadership for the Board's consideration during the September 2023 Board meeting.

15. Mr. Marsh, Chair of the Cadet/Military Affairs Committee and the Board President began by noting Maj. Gen. Timothy Williams' impending retirement and relayed great appreciation for his significant service over many years on the Board and to the Institute. The degree of Maj. Gen. Williams' career accomplishments, the desire to appropriately recognize him in the near future, and the Board's eagerness to welcome the incoming adjutant general of Virginia was stated (Brig. Gen. James Ring '88). Mr. Marsh continued with facilitation of a Committee meeting report, summarizing respective ROTC reviews of training and commissioning numbers (Army, Navy/Marines, Air Force), ROTC departmental staffing reductions, interaction and engagement between VMI Admissions and ROTC departments with respect to recruiting efforts, Call to Duty scholarship effectiveness, Air Force scholarship awarding approach, Space Force program outcomes (three incoming cadets committed), Navy nuclear program competitiveness, the benefit of VMI's flight simulator (and its shared usage amongst ROTC programs), the Commandant's Committee brief (which focused on cadet leadership training), commendation of the Class of 2023's resilience through COVID-19 interruptions and superb leadership of the Corps, cadet conduct probation and discipline status, and, finally, encouragement to the Board for further Post visitation and connection with the Corps of Cadets through the Commandant's Office.
16. Mr. Gottwald, Chair of the Audit, Finance and Planning Committee, reported on the Committee's meeting, noting (and leading discussions related to) the comparison of in-state and out-of-state tuition and fees between VMI and other selected Virginia public colleges and universities (also the Citadel); the current year break-down of VMI tuition and fees (specifically, the Athletic Fees component and impact to the Athletics Department budget in consideration of the size of the class of 2026); the Summary of Operating Receipts and Disbursements Report (and indications thereof with respect to projected net revenue shortfalls and fund balance impacts); the minimum desired fund balance (\$8 - 11 million) and SCHEV guidelines thereof; appreciation to Brig. Gen. Clark and his team for the undertaken complex financial analysis and cost control measures implemented to date; future enrollment considerations as incorporated within the presented budget; anticipated cost pressures going forward (e.g. a State mandated 5-7% salary increase); requests from the Governor's Office to hold tuition increases (and increase in the effective price paid by families) to 3% or less; that VMI held in-state tuition flat during the preceding budgetary cycle in accordance with Governor's guidance; the Committee's recommendation that the Board again follow the State's guidance (with the caveats that an additional \$1 million in costs be reduced and Athletic fund balance projected exhaustion be curtailed); sensitivity analysis scenarios; future State appropriation considerations; hypothetical tiered pricing per year of attendance; and maximizing the percentage of financial need met (specifically for out-of-state cadets).

Mr. Gottwald made the following motion, seconded by Lt. Gen. Dominy, that the Board of Visitors approves the FY 2024 VMI Operating Budget which includes an increase in tuition and fees of 3.0% for both in-state and out-of-state cadets. The motion passed unanimously and the FY 2024 VMI Operating Budget will be maintained within the VMI Finance and Support Office.

Mr. Gottwald concluded by requesting that appropriate context be provided via VMI Communications and Marketing in conjunction with the released 2023-24 tuition and fee rates, summarizing the Auditor of Public Accounts (VMI's financial statement auditors) positive report (which included compliments by the auditors to Brig. Gen. Clark and his team for their professionalism, cooperation, and availability), and noting Committee receipt of Col. Wes Robinson's final Information Technology brief, with comprehensive appreciation to Col. Robinson reiterated for his many years of distinguished service to VMI.

17. Mr. Scott, Chair of the Inclusive Excellence Committee, reported on the meeting of the Committee, noting Commonwealth review of VMI's Inclusive Excellence plan, the office name change to Diversity, Opportunity and Inclusion in-line with the Governor's Office, and fundamental focus on the VMI Code of a Cadet and 21st Century leadership preparedness. Ensuing discussion included Inclusive Excellence training subcommittee effectiveness; Governor Youngkin's Executive Order Number One adherence; VMI Executive Committee composition and inclusion of the Chief Diversity Officer (in comparison to other senior VMI leaders); the Superintendent's intention regarding VMI senior leader reporting and engagement structure; Inclusive Excellence approach and alignment considerations regarding meritocracy; Board Member questioning of Inclusive Excellence goals appropriateness as disclosed in January 2023 (which, per the Committee Chair, continue to evolve); the request for said goals to be shared, discussed and collectively agreed upon by the Board; the intentional persistence of the three Inclusive Excellence goals adopted by the Board in July 2021; Cadet feedback solicitation and consideration (with the Board's and Administration's intent that such trainings provide utility to the Corps supportive of leadership skill development); the Commonwealth's Chief Diversity Officer VMI employee training provision; and the Board President's request for the Superintendent to provide additional context with respect to his organizational structure at the subsequent Board meeting. Mr. Hamlar recognized Mr. Scott for outstanding Committee leadership, which was emphasized by Mr. Watjen.
18. Mr. Miller, Chair of the Appeals Committee, reported on (and lead discussions regarding) the meeting of the Committee, which encompassed Committee appreciation for Cadet participation; an overview of the year's Honor Court cases (with more detailed discussion expected during the Board's Closed Session); an update by COL Timmes on recently revised SOP implementation; significant modernization and enhancement of the Honor Court's facilities; training efforts for defense advocates and pro bono defense council; additional training to the 4th Class (inclusive of knowledge testing); Blue Book coordination with the Commandant's Office to ensure appropriate synchronization; enhanced messaging to the Corps on Honor Court members, receptiveness and availability for guidance; and final appreciation to the Honor Court and Superintendent Honor Court Representatives with specific acknowledgement of the impressiveness of the 1st Class Cadet leaders. Dialogue followed regarding the timing of Superintendent approval of potential Honor Court cases. Mr. Watjen again expressed appreciation to Mr. Miller for his effective chairmanship of the Appeals Committee over a six-year period.
19. Mr. Fain, Chair of the External Relations Committee, reported on the meeting of the Committee and led discussion regarding Cadet S-5 reports; recent Open House outcomes (a

return to pre-Covid attendance numbers; increased S-5 tours for respective cadets in support of VMI Admissions efforts; a busy Virginia General Assembly short session as effectively monitored by Col. Kim Parker; the appended McGuireWoods report; Senator Norment's retirement, distinguished service to the Commonwealth and support of the Institute; SCHEV assumption of additional oversight; Helmer Bill approval with requested compromise; February Legislative Reception success; a local government relations brief (and welcoming of Col. Jeff Boobar in his return to the Institute within Finance and Support); Communications and Marketing efforts; a downturn in overall media presence with a corresponding increase in positive VMI reporting; approved branding royalty revenue increase; two new social media hires; increased traffic to VMI websites; search engine optimization improvement; Freedom of Information Act (FOIA) request demands and personnel impacts; VMI Alumni Agencies efforts and partnership with VMI Admissions; a recent full page VMI advertisement placed in four key Virginia newspapers; the recently released dedicatory book on Gen. Peay, VMI's 14th Superintendent; acknowledgement of Mrs. Betty Skillman's retirement from the VMI Museum and her 25 years of exemplary service to VMI and the Corps of Cadets; and, finally, a VMI Museum System update which noted increased public interest and cadet engagement.

20. Lt. Gen. Dominy, Chair of the Nominating and Governance Committee, reported on the meeting of the Committee, noting the participation of the Board President and Superintendent, Committee review and approval of the existing Statement of Governance, and By-Laws, the Board President's discussion of posed Board Officers and Committee assignments for the upcoming year; continued consideration of Cadet Conduct Governance codified at the Board level; encouragement for all Committees to ensure the sustained relevance of their respective Committee Charters (particularly the Inclusive Excellence Committee given recent name changes); forthcoming Closed Session deliberation of posed Board Officers; and the pending announcement from the Governor's Office on forthcoming Board appointments.

MG Wins provided final remarks before entering Closed Session, thanking VMI and VMI Alumni Agencies staff for their collective efforts in preparation for the Board meeting.

21. **Entered Closed Session:** A motion was made by Mr. Adams, seconded by Mr. Marsh, to enter Closed Session. The motion passed unanimously, and the Board entered Closed Session at 11:32 a.m. 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, sexual assault, and Honor Court cases.
2. Matters related to the employment, assignment, appointment, or performance of specific public officers, appointees, or employees, and evaluation of performance of departments or schools of public institutions of higher education pursuant to Va. Code Section 2.2-3711 (A) (1), relating to review of the Board of Visitors self-evaluation, the Superintendent's performance review, the Board of Visitors officer review, and of special staff and the evaluation of specific departmental operations.

3. 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), pertaining to actual or probable litigation of the Institute.
 4. 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) (8).
 5. Discussion or consideration relating to proposed gifts pursuant to Va. Code Section 2.2-3711 (A) (9).
22. **Return to Open Session:** A motion was made by Mr. Adams, seconded by Mrs. Lord, certifying the Closed Session. A ‘Roll Call’ vote was taken, the motion passed unanimously, and the Board returned to Open Session at 2:08 p.m.
- A motion was made by Lt. Gen. Dominy, seconded by Mr. Hamlar, to approve the 2023-24 Officers and Executive Committee members for service to the Board, and that the listing be included as part of the minutes of this meeting. The motion passed unanimously, the listing will be included with the minutes of this meeting as **Appendix IX**, and the Board announced revised Executive Committee membership as Mr. Watjen, Chair, Mr. Fain, Mr. Gottwald, Mrs. Lord, and Lt. Gen. Dominy. Committee Chairs for the upcoming year were also announced.
23. There being no further business to come before the Board, the meeting was adjourned at 2:12 p.m.

LTC KEVIN A. RYAN
Secretary, VMI Board of Visitors