



**MINUTES
BUSINESS MEETING**

**Association of NROTC Colleges and Universities
November 4, 2017**

**The Virginia Military Institute
Lexington, VA**

Attendees:

Admiral Mike Bernacchi, Captain Donald Nisbett, PAO Sean Brophy, Mark Gough, Marjorie McIntyre, Ron Braeutigam, Mike Carrell, Lee Ann Clements, Marion Concilio, Eric Fretz, Julie Greenwood, Michael Helwig, Rick Holz, Bob Jacobsen, Mary Jordan, William Kehoe, William LaCourse, Father Earl Markey, Regina Nordahl, Lisa Norwood, Ted Pickerill, Jon Powell, Paul F. Pugh, Woody Sadler, Sara Saragosa, Scott Shappell, Richard Southby, Matt Sutton, Andrew Van Schaack, Bob Wolf, Aylin Tunay

1. Ted Pickerill (President of the Association, Miami University) called the Business meeting to order at 8:30 a.m. on Saturday, November 4, 2017.
2. Col. Woody Sadler welcomed everyone to The Virginia Military Institute.
3. Welcome from General Peay, 14th Superintendent of VMI and had a presentation on VMI:
 - A unique educational model and oldest state supported military college in the country
 - Cadets, faculty, and staff are in uniform at all times
 - Single sanction honor system – change the culture of rampant cheating from high school
 - Mandatory 4 year ROTC, no cadet may be married.
 - Fully undergraduate but with partnerships with the best graduate schools in the country
 - General Peay is interested in working with the institutions here to grow these partnerships for graduate programs
 - MOUs are reviewed every three years
 - Balance of disciplines, but about 50 % graduate with degrees in STEM
 - Corp of 1,500 with 200 women (20 years since admitting women) and 63 % Virginians. Goal is to have 55 % Virginians by 2039.
 - 335 NCAA athletes are pursuing commissions. 354 men and 97 women play NCAA sports. Almost 400 play club sports.
 - Flat hierarchy with 11 key areas reporting directly to superintendent
 - 99 % employment by October 1st following year of graduation
 - VMI is number one school based on cost/employment/and compensation at 10 years post-graduation
 - 14 degrees offered in engineering, natural sciences, life sciences, arts and humanities, and information and social sciences
 - 11:1 cadet to faculty ratio
 - 100 % of faculty have Ph.D. / terminal degree
 - 30 minors – most cadets graduate with a minor in a different area

- Study abroad options include furlough programs which can be helpful for athletes' schedules
 - Leader-in-residence is a two-week residency by accomplished leaders who will immerse themselves in campus life as resource to cadets and report back to General Peay on what they've observed at VMI
4. Introductions by all attending
 5. Announcement of next year's conference site by Regina Nordahl, host institution, University of Southern California -- October 18-20, 2018
 - a. Rooms reserved at Radisson, with capacity to arrive earlier or stay later
 - b. Options for the Navy Day on Friday October 19th :
 - Touring USS Iowa in San Pedro; lunch break; LA Maritime Institute and sail on tall ship
 - Camp Pendleton and simulation of Afghani village (2-2.5 hour bus ride, capacity to have breakfast on the bus to save time)
 - Wednesday at noon there will be a special tour of the Institute for Creative Technology to understand the science behind the Camp Pendleton simulator
 - Regina and Aylin to send out a poll for member institutions to vote on Navy Day options
 6. Call for Volunteers:
 - For 2019 SUNY Maritime College and for 2020 Embry-Riddle Aeronautical University volunteered to host.
 7. Treasurer's Report by Col. Woody Sadler: The association will close the year with at least \$11,300 including the \$7,500 allocated for the CPA's services to clarify the tax situation. We do not have the final number for that service, but if it ends up being less, the ending balance will be higher.
 8. Last Year's meeting minutes approved by all.

Break 9:35 a.m.

Resume 9:55 a.m.

9. Admiral Bernacchi from Naval Service Training Command on Developing Future Naval Warfighters:
 - Reevaluating -- how do we teach midshipmen to learn and retain? When, how, what?
 - Focus on physical fitness: If you come in to boot camp in shape – you have a 96% chance of succeeding. Instead of working on getting midshipmen into shape, we can focus on teaching them what they need to know. This philosophy has reduced athletic attrition by 75% in this first year.
 - New emphasis on developing sailors ready to deploy – move away from ppt slides, toward active learning like gun drill, firefighting labs, etc.
 - Increased consistency between Officer Candidate School and NROTC
 - Utilizing virtual reality to learn skills
 - Emphasis on soft skills: it is more important that students can lead, work together, develop character, etc. at NROTC institutions, than that they can solve an integral equation in the right amount of time
 - Reviewing now the 77 NROTC units. Early takeaway is that we are not standardizing opportunities:
 - For example, Holy Cross gets damage control training due to proximity in Newport. On the other hand, there is no Navy base near the University of Utah.

- In response, developing a leveling “crucible event” to give all the same opportunity to succeed and fail.
 - Pilot group of 200 cadets (second class) will be on a two-week camp with hands-on training (wet, fire, damage, building machine guns, abandon ship raft mission) all simulated, working as a team, working an enemy obstacle course – everything is a team in the Navy; that is how they will survive.
 - Will also include 10-15 hours of ship - driving in simulator including rules of the road virtual exam – not paper. They have to actually make the right decisions.
- For NROTC-ers, institution is responsible for professional development, CO is responsible for character building, NSTC is responsible for experiential learning.
 - Every year about 3,000 drop out due to mental issues (from anxiety to schizophrenia).
 - Continuing to embed mental health and chaplains at boot camp. Meditation is the new thing; those who have the ability to do mental hygiene (i.e., mindfulness) have the ability to withstand mental stress. It all comes down to mental, physical, and spiritual fitness.
 - Five minutes of mindfulness/meditation in morning and five minutes in the evening can have a remarkable effect on building a strong warfighter. “When all are in balance, that’s a tough kid”.
 - Important for all sailors and leaders to have coping skills.
 - Centralizing the training is the plan to give all PNSs the same chance – to Bob Wolf’s question if they plan to use other colleges.
- Group informed that there is a new instruction from DOD: All ROTC units from all services will be graded. Letters will come to the university president or chancellor with copy to CO. First grades are planned to be issued in July. It is anticipated that grading will address three areas: Quality, Resourcing, Diversity and Technical Majors.

Break 11:30 a.m.

Resume 11:40 a.m.

10. Captain Donald Nisbett with NROTC Program Update

- In 1926 the NROTC program began with 6 units; today 77 units commanded by O6s, over 7,600 total midshipmen in NROTC
- Objectives for NROTC systems: meet mission for unrestricted line officers, technical majors, diversity, nuclear power and quality individuals who are mentally, morally, and physically prepared.
- Navy and Marine option scholarships overview – many aim to get at diversity issues.
- FY 17 –For Navy 3,326 applied and 1,036 were selected. Navy select rate was 32.1%
- FY 17 – For Marines 1,823 applications and 336 were selected with 18.4% select rate (This data does not include diversity related scholarships).
 - Seeking fewer applications because of increased side loading from College Program in years three and four.
- Program Requirements: Completion of a bachelor’s degree; naval science courses, weekly naval science lab; summer training program for experiential learning and exposure to operations; completion of specific academic courses (calculus, physics, and world cultural or regional studies course); physical training up to 3 times a week (PT requirements are set by unit).
- Who will be selected for Summer Crucible Event pilot this summer?
 - Volunteers
 - Those from larger units so that NSTC will be able to compare outcomes across participants and non-participants.

Lunch Break 12:15 p.m.

Resume 1:20 p.m.

- Review of summer training sequences including addition of pilot crucible for Navy Option and afloat amphibian cruise for Marine option for summer following sophomore year
- Program challenges include nuclear production (submarine, surface, and nuclear reactor engineering); technical majors. Also, struggle to fill Naval Flight Officers because anyone can get their eyes fixed now and be eligible to be a pilot.
- Service assignments: 87% this year received first or second choice of assignment
- Program Improvements
 - Standardization across Officer Candidate School and NROTC, including crucible event (10 days) to be piloted June 2018
 - Define program standards
 - GPA was recently raised from 2.0 to 2.5; exploring bringing it up to 3.0. Some discussion around unintended consequence of students dropping from technical majors.
 - Scholarship for CP students that pass nuclear interview for remainder of degree – potentially beginning at sophomore year
 - Anti-terrorism force protection upgrades including access control, secondary means of escape, active shooter protection (window film), visibility obscuring means (window shades or blinds that are not motorized), remotely monitored alarm system (for forced entry).
- Review of Established Agreements
 - OSD has mandated that all three services review established agreements and ensure they contain required language. Primarily new riders, a few partnerships have warranted new agreements. 40/77 or 52% have been completed. These are due July 2018.
- Unit assessments
 - DOD Instruction (described by admiral) that Navy will assess each host site based on quality, resourcing, and diversity. Formal notification will come in December and CO will be copied.
- ROTC and Educational Institution Partnership Excellence Award – criteria closely matches the unit assessment above to include performance criteria and university support.
- Transgender integration: On hold until March 2018.
 - Transgender students can participate in the program as College Program students and may apply for scholarships.
 - Because the Navy considers transgender as part of the medical qualification process, a student cannot be medically qualified until the hold is lifted.
 - Students cannot activate their scholarships until they are medically qualified. However, NROTC is planning to back pay tuition beginning March 2018.

Break 2:30 p.m.

Resume 2:45 p.m.

Dissertation research presentation 2:45 p.m.

Ends 3:00 p.m.

- *'Veterans in higher education: An investigation of factors influencing persistence and graduation'* by Mary Jordan, University of Florida

Campus Issues Discussion 3:00 p.m.

- USC: Non-operable weapons policy – must coordinate with campus police, post signs, send out an alert text, be within a certain timeframe and location.
- Brainstorm ways to increase membership and annual conference attendance
 - Anecdotally there was agreement for the idea that the two main barriers may be financial and that due to personnel turnover, some host institutions do not know this organization exists
 - Solution: Concurrent letter or phone call from president or another member inviting to join and attend as well as seeking feedback for why they have not paid dues or attended the meeting in recent years
 - Among this year's participants about half were directed by PNS, and half directed by president/provost to attend
 - Send out minutes earlier to all who attended and did not attend – with certain information (i.e., regarding grading system) redacted based on comments from Admiral
- Interest in flip flopping Navy Day/meeting day?
 - Strong support for keeping format
- Upcoming meeting locations: 2019—SUNY Maritime; 2020—Embry Riddle Aeronautical University

Adjournment 3:40 p.m.