



2019 Business Meeting Minutes
Association of NROTC Colleges and Universities
Saturday, September 28, 2019
SUNY Maritime College
The Bronx, NY

Attendees:

Vanessa Beasley, George Bogaski, Cheryl Cameron, William Cohen, Matthew Corrigan, Eric Fretz, Mark Gough, Bruce Grissom, Dave Hall, Mary Jordan, Bill Kehoe, Danny Kelley, Daniel Lopez-Cevallos, Erin McAvoy, Marjorie McIntyre, Robert Morro, Donald Nisbett, Regina Nordahl, Lisa Norwood, Kate O'Neill, Laura Ott, Terri Peaches, Ted Pickerill, John Powell, Jodi Salter, Sara Saragosa, John Sarao, Scott Shappell, Rosanne Sheldon, Miriam Sherin, Terry Stentz (on Zoom), Mat Sutton, Bob Wolf, Frank Zerunyan, Aylin Tunay

08:40 a.m. Campus History and Housekeeping items with Bob Wolf

08:45a.m. Welcome: President Ted Pickerill

- Presentation of USC NROTC Challenge Coin from Frank Zerunyan and Regina Nordahl
- Introduction of members
- Discussion of next year's meeting at Embry-Riddle Aeronautical University with Scott Shappell
 - Feedback on next year's Navy Day Activities
 - Mayport
 - NASA
 - NASCAR Daytona Speedway
 - Working on best dates – information to be sent out by Aylin Tunay in couple of months
 - Hotels and campus are co-located; transportation should be streamlined
- Invitation for host for 2021; ask Aylin for a detailed breakdown for "host school responsibilities and cost of the meeting"
- Elections and Executive Committee appointments will be in 2020.
- IRS update – note added on 10/01/2019: IRS has confirmed the Association's tax exempt status under section 501 (c)(3) as of September 26, 2019. We will work with the Bonadio Group (CPA) that will file the annual returns.
- Treasurer's Report by Mary Jordan:
 - Met our growth goal for this year with 34 attendees; first of growth in several years based on specific outreach to each unit.
 - Because of high cost of New York and delegates being distributed over two hotels our shuttle costs were substantially higher this year.
 - The association covered a nominal cost for each delegate and guest this year.
 - Report includes estimates that will be clarified after we settle our invoices from this meeting.
- University of Rochester Events Office which has managed the Association's affairs since 1992, no longer offers meeting and organization management for "external clients". Association will be in search of a new provider of this service. . Aylin and Ted will also work on the list of responsibilities

and services required. Please reach out to Aylin if your institution provides this type of event management services and would like to send a proposal.

09:08 a.m. Program Update: Captain Donald Nisbett

- NROTC by the numbers:
 - Current Program Footprint: 63 units (12 are Consortia, i.e. unit with more than one host university)
 - Current University Footprint: 166 colleges/ universities, 77 host universities, 89 cross-towns and 5 maritime schools
 - Newest unit is was set up this year in Hawaii
- Review of NROTC systems model
 - Scholarships and attrition addressed by college program to achieve precision load
 - 4 year education and professional development experience
 - Output is commissioned officers
 - Navy URL
 - Some restricted line
 - Specific niches (NR Engineer/doctor)
 - Nurses
 - Marines
 - Overall objective is to meet unrestricted line officer mission
 - Technical majors
 - Nuclear power
 - Diversity
 - Quality individual (mentally, morally, physically)
- National Scholarship Selects
 - Tightened criteria to eliminate less competitive scholarship candidates resulting in fewer applicants and higher select rate; but overall more highly qualified applicants.
 - FY 19 Average SAT 1403; 25% participated in JROTC; 3.84 GPA
 - Overall the past five years have indicated a trend upward with about a 30 point drop in SAT this year; Command is keeping an eye on this.
 - Race, ethnicity, and gender breakdown continues to reflect service average
 - Revisiting some of our scholarship that address diversity issues, particularly in the area of recruiting African American midshipmen
 - Side loads also help to address this issue
 - JROTC has a different mission focused on citizen development and is not looking to recruit; however, there is an opportunity to identify those who are propensed to serve and look to track them into STEM bridge programs.
 - Navy and Marines have different academic standards and so there is more diversity present in our Marine units
 - Increased overall growth is to meet the charge for the “Navy the Nation needs”
- Summer training sequence continue to be important part of both Navy and Marine experiences
 - 6.2 million dollar budget shortfall caused sea trials (following sophomore year) to be reduced from 9 to 2 sessions. Planning on 6 for 2020 although would like to do 10.
 - New student indoctrination includes College Programmers identified by May; others miss this experience but there is some consideration to bring them along the following year, even though they’ve already been in the program for a year and CORTRAMID is a competing priority.

- Some students replace second class cruise with Project Go
- Upperclassmen serve as instructors at New Student Indoctrination
- Service Assignments Process
 - Just completed this process for seniors – they gave wish list in the spring of their junior year. Most were notified on Wednesday of this week.
 - 85% got their first of second choice
 - Navy Seals make their choices based on summer training and process runs separately

9:55 a.m. Break and group photo

10:17 a.m. Program Update continues: Captain Donald Nisbett

“NROTC Transformation”:

- Standardizing the experience continues to be a key priority. New student indoctrination brings midshipmen together to highlight “service before self” foundation and beginning the warrior mentality identity
 - 31 DORs (drop on request)
 - Will track to see if this has a positive impact on later attrition
 - 2-3 rising seniors and juniors from each campus (124) serve as detailers (instructors) in addition to their own summer experiences
 - A few sickle cell related deaths occurred this year – resulting in new efforts to identify sickle cell traits to help understand and prevent. Developed additional protocols. Everyone who came through NSI got tested so that the emergency action plan can be inclusive of this information.
 - 2020 will scale to include the senior military colleges – all scholarship students and College Program students identified prior to 15 May.
 - For NSI Navy will pay for travel to and from Great Lakes from student’s home of record, then from their home to our campuses.
- Sea Trials
 - Represent a continuum of training and capacity to test to the professional competencies
 - 2018 this was piloted with 128 midshipmen. 125 participated in the two sessions this year due to the fiscal restraints.
 - Both NSI and sea trials will take place at Great Lakes – long term vision. Facilities need to be put in place. Currently hosted at Newport, Mayport JAX, and will add a location in the Pacific Northwest in 2020.
- Professional Competency Testing
 - Piloting at seven institutions including consortia, military, state, private, small, large for diverse representation of host sites.
- New Instructor Course Changes
 - Championed by Mark and Andy Van Schaack – focus on preparing officers to teach in the university environment. 45 contact hours. Held in July and December in Pensacola.
 - If you or someone you know want to volunteer – reach out to Mark Gough.
- Program Talent Management
 - Provisional Advanced Standing (PAS) is a probationary status for College program students that the PNS believes deserve a second look. Keep them in the program toward eventual commission.

- When production goals went up this year for the Navy the Nation needs, fewer of these students needed to pursue PAS this year
- Scholarship Prep Programs
 - 4 schools participated in pilot year; 14 this year including 66 students from JROTC regions
 - Each university's program is unique, and it is of note that they are university, not Navy programs. Once they successfully complete the program, they are awarded the scholarship which the university pays for the first
 - Goal is to provide a pathway for talented but slightly lower SAT/GPA students to support a diverse population of midshipmen
 - University of Maryland Baltimore County is an example of such a program. Laura Ott described that it mirrors a similar NIH program aimed at diversifying Biomedical fields.
 - Key components include:
 - Math readiness
 - Reading comprehension/ Writing skills
 - First year experience course
 - Living learning community
 - Holistic advising – academic and NROTC advising at least biweekly
 - Participate in lab course and Physical Training with unit
 - Key challenges at UMBC were financial and admissions based.
 - Prep year is highly individualized based on the campus and designed on the campus. Donor funds may be a great fit. May be a five year program – which may lessen course load and support success
 - 124 students are identified for next year – may grow to 200 to achieve growth for the Navy the Nation Needs.
 - There is a proposal for the NROTC scholarship to cover either room + board OR tuition and fees. Seeking permission for either or since other scholarship funds may be available, or room + board may be the greater expense.
 - Unique challenges would be present for cross town arrangements
 - There is a precedent - it is in place at Notre Dame and College of the Holy Cross with considerations addressed.
 - Typical prep program floor 2.8; for any scholarship student to maintain their scholarship was a 2.5 (a few years ago this group helped move that requirement from 2.0.)
 - DODMER and NSI occur before a student begins a Prep program. If they are not successful in either of these areas, the risk for the institution is eliminated as these outcomes are identified prior to student's matriculation.
- Review of Established Agreements
 - Only 8 schools remain to complete this process. Thank you for your support in this process.
- Unite Assessments and HEI Award
 - Second year of mandated annual assessments
 - Nine subcategories grounded in quality, demography, and resources
 - This spring will be the first year of the unit and institutional awards
 - Higher Education Institution Excellence Award
 - ROTC unit Excellence Award
 - Both are to achieve recognition of the support of the school and the unit

- Force Protection
 - CORTEK is the contractor for over 600 off installation facilities and is working with our campuses to achieve.
 - Many campuses already meet these standards (e.g., swipe access)
 - Ongoing since 2017-2018

- Other Partnering Opportunities?
 - Please share any ideas, opportunities with Biscuit here or offline
 - Opportunity to align scholarship and admission decisions – revisiting an admissions decision is very difficult
 - Recently scholarship application deadline was moved from 31 January to 31 December to help address this.
 - Caps for unit size was removed last year
 - Capacity has not been unscalable anywhere
 - Embry-Riddle Aeronautical University had a dramatic jump
 - 20 out of 77 schools are paying room + board (or a portion) for scholarship students
 - Might be helpful data to gather and understand internally to this group (not to share externally). Navy is not able to share this data externally because they do not control this and it can change at any time. May be able to link to a campus site detailing this information; though this is often communicated differently.
 - Some campuses are paying a very small portion: e.g., USC has paid 1000 toward room and board for ~20 years, despite substantial growth of these costs.
 - Financial aid: Northwestern and others do not have merit based aid, but fully meet eligible students' financial needs. Do any schools meet students' need first, then allocate the NROTC scholarship on top of that? This may be another opportunity for the Association to collect and share information.

11:35 a.m. Break for Lunch and Campus Tour

1:27 p.m. Reconvene

Campus Issues Discussion:

- How do campuses manage commissioning ceremonies?
 - University of Washington has received suggestion to hold a joint commissioning ceremony; however, finding space to do so may be challenging.
 - Both, University of South Carolina and University of Southern California, do joint commissioning. University of Southern California holds it the day after graduation – the auditorium, staffing costs about \$7,500; reception costs around \$5,000.
 - Purdue University calls theirs “the tri-service commission”. One is held in December, one in May. It will be the day before or the day after graduation.
 - Each service also has private commissioning ceremonies that allow another administration of the oath. These may be on or off campus.
 - One flag officer at the tri-service commission, which rotates across units.
 - Virginia Military Institute and University of South California have one student from each unit speak; then each unit is sworn in.
 - Individual pinning ceremony happens afterwards at VMI.

- Another common theme is to rotate which unit organizes the joint commissioning ceremony each semester.
 - University of San Diego does a separate ceremony for spring and joint one for fall.
 - Oath is now given at main graduation at UM – College Park. Gives an educational opportunity for all in attendance as well.
 - Embry-Riddle Aeronautical University and Miami University’s graduates walk across the stage at graduation in uniform instead of cap and gown.
 - Miami University invites the COs to be members of the platform party at graduation and they also administer the oath at main graduation. Will also take the oath at an individual commissioning ceremony. Units require students to go to both ceremonies.
 - At Oregon State University, oath is also administered at graduation. Students wear their uniforms under their gowns and take off gowns for this part. They make sure individual commissioning ceremonies were coordinated to allow distinguished guests to attend. Other priority was honoring the wishes of the students and reflecting those in these ceremonies.
 - No commissioning paperwork is signed until degree is conferred.
 - University of Virginia, the service of the future is joint and the message we need to send our commissioning students is that we are united. The University of Virginia has put some money into the joint commissioning ceremony making it grand, celebratory – having a distinguished speaker helicopter in from DC. Army or Marine Corp.
 - At the University of Arizona the Director of Graduations helps to coordinate these ceremonies; but each are separate.
- From an emerging issue at University of California, Berkeley: How have you negotiated to hire an instructor without a graduate degree? How do you manage instructors pursuing a professional Master’s?
 - Purdue University, Mat Sutton: providing context around the expectation that junior officers do not necessarily need a master’s degree at this point in their career. They are expected to get it at some point, but often not yet. Explain that like any other faculty at the university, they should have tuition benefits.
 - University of Michigan, Eric Fretz: emphasizing the narrowness of their teaching discipline.
 - University of California - Berkeley, Kate O’Neill: interested in advocating for this issue without getting fully on faculty senate’s radar.
 - University of Washington, Cheryl Cameron: there are distinct hire codes for ROTC faculty in the HR system with different parameters.
 - Several institutions follow the same tuition remission policy for ROTC faculty as other full time faculty and staff.
 - Family of ROTC staff can also take classes without any waiting period at Miami University.
 - Assistant professor – junior officers; associate professor – XO; professor and department chair – CO is common at many of our campuses. May serve on university committees.
 - University of Virginia, Bill Kehoe: degree must be from a regionally accredited university and with a cumulative GPA of 3.0
- Revisit conversation about aid – can NROTC scholarship be “added last”?
 - At Miami University, merit scholarships are provided no matter what. Can be applied to room and board, expenses, and eventually cut them a check if the amount exceeds charges to their account.

- NTSC, Mark Gough: we see ourselves as first payer—will always award our money first. Any changes that will benefit the student and is legal, Naval Command will support.
- Conversation around some schools that provide in state rates or active duty military rates of tuition.
- University of Southern California is reconnecting with donors to expand the terms of use of scholarship funds to support a wide variety of educationally relevant activities – equipment, study abroad, housing, etc.
- Vanderbilt University provides \$6,000/annual for housing, which is about half of housing costs—there is a live-on campus requirement; Miami University provides a handful of room or board scholarships to the units' COs who distribute it as they see fit.
- Living learning communities
 - University of South Florida, University of South Carolina, University of Florida have all branch ROTC LLCs.
 - University of Michigan tried but model did not gain traction
 - Vanderbilt University has “residential colleges model” – ROTC students are embedded across
 - UMBC is looking at embedding NROTC students into other LLCs because Vice President for Student Affairs pushed back on notion of their own LLC.
 - University of Florida: many of the same themes as University of South Florida; also have an officer-in-residence which is currently their Naval Unit's CO. He helps champion all branch support for the LLC which also extends back to the ROTC units overall. In the LLC, students get up early for PT, have laundry and ironing parties, and they have a specific facilities plan for haircut and shaving. Ethics, leadership, etc. are themes that they have an expert in house that relate the ROTC themes to the broader student audience. For NSI – they tell NROTC students they can only move in early if they move into the LLC. So it is not required but this is compelling. Fits into a larger community of STEM living learning communities, residential tutoring programs, etc.
 - Leadership may be a good fit for an LLC for ROTC together with other students.
- What strategies are in place to support mental health and hygiene?
 - Warrior toughness is emphasized greatly at sea trials and NSI.
 - 21st century office may be a helpful resource , Army SHARP program
 - Army has MFLAC – embedded counselors
 - Online training for faculty and staff on military culture
 - Student leader training to support a peer advising model - to help destigmatize and support advanced referral and helping skills for students leaders including ROTC students
- Policies for bringing non operable weapons on campus for meaningful learning?
 - At University of Southern California, if you are going to a drill on campus, you must go to an old parking structure, post signs, and it is very contained. On campus, it must be done between 6 and 7 am, notifying public safety, posting signs, sending out Trojan alert. Policy will be finalized by December and focuses heavily on communication.
 - There is also written guidance from Naval Training Command.
 - Drills at Yale University are typically done inside of a gymnasium or auditorium space.
 - COs worked together to create a unified policy at University of Washington.

4:00 p.m. Adjournment