

VIRGINIA MILITARY INSTITUTE  
Lexington, Virginia  
Minutes  
BOARD OF VISITORS MEETING  
24 October 2022

A meeting of the VMI Board of Visitors Executive Committee was held in Lexington, Virginia 24 October 2022 pursuant to notice.

Present: Mr. Thomas R. Watjen '76, President  
Mrs. Lara T. Chambers '03  
Lieutenant General Charles E. Dominy, USA (Ret)  
Mr. Hugh M. Fain III '80  
Mr. Eugene Scott, Jr. '80

1. Mr. Watjen called the meeting to order at 2:12 p.m. 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. Additional board members present included: Mr. Conrad Garcia, Mr. John Adams '96, Mr. Thomas (Teddy) Gottwald '83, Mr. Lester Johnson '95, Mrs. Gussie Lord '01, Mr. Scot Marsh '81, Mr. David Miller '70, and Mr. Damon Williams '90.
2. Mr. Watjen welcomed everyone, provided an overview of the meeting agenda, and spoke to particular updates and areas of enhanced board attention as noted during (and subsequent to) the September full board meeting. The Superintendent also welcomed board members in attendance and commenced by leading discussions specific to attention surrounding a recent Inclusive Excellence program speaker (Kimberly Dark), the 25<sup>th</sup> Anniversary of Women at VMI preceding event, solicitation of Corps interest in particular guest speaker topics, Ms. Dark's messaging, volunteer cadet attendance, the civility of attending cadet discourse, the estimated number (and nature) of guest speakers for the academic year, and the extent to which this event was publicly disclosed. Further discussion encompassed board member perspectives regarding previous board level Diversity, Equity and Inclusion (DEI) training, cost for such trainings (and potential alternative usages), recent VMI DEI office budget requests, board member attendance at (and evaluation of) cadet Inclusive Excellence trainings, the degree of effectiveness thereof, continued applicability (and application) of July 2021 board adopted principal diversity, equity and inclusion objectives, draft guest speaker objectives and 'rules of engagement', existing guest speaker Institute senior leader approval (and tracking) processes, related Superintendent external messaging and optimal approach with concerned constituents, innate sensitivities of DEI programs (and overall effectiveness tracking metrics), and the overarching VMI Code of a Cadet influence.
3. Maj. Gen. Wins introduced Lt. Col. Joseph Hagy, VMI Director of Admissions, noting his efforts and engagement to date as VMI's new admissions office director. Lt. Col. Hagy briefed the board on the near-term admissions strategy which covered admissions challenges, the current status of inquiries, applications, and appointments compared to prior years, the primary recruiting cycle and overlaid efforts, renewed definition of early admissions, actions the admissions office has undertaken during Lt. Col. Hagy's initial thirty days in role, the timing of financial aid awards, specific goals for related efforts during the remainder of

academic year 2022-2023 (and the five years ahead), the creation and responsibilities of five new strategic enrollment “tiger teams” with cross-departmental and Parents Council representation (including meeting and reporting frequency), and redefined recruiting territories with overlapping VMI Alumni Agency chapters. Col. Bill Wyatt, VMI Communications and Marketing Director, provided an update on recently funded, increased digital marketing efforts and an overview of expected integration with established recruiting activities. Lt. Col. Hagy continued his presentation, speaking to Virginia specific and national recruiting actions, additional details regarding key digital strategies, admissions “loss points” (three year comparisons of online accounts opened, applications, appointments, and matriculants), the goal of attrition minimization at each potential “loss point”, incoming class size projections for graduation years 2027-2031, and short-term strategic enrollment management implementation timelines. Concluding dialogue comprised continued board interest in additional disaggregated admissions data, specifically, further comparative demographics of those applying but not enrolling (current year to prior year), the forthcoming report to be shared with the board currently under senior executive review, intentional Institute efforts underway to enhance data management and analysis, and board emphasized, imperative budgetary analysis, anticipation and preparation for projected enrollment outcomes (both positive and conservative).

4. **Entered Closed Session:** A motion was made by Mr. Watjen, seconded by Mr. Scott, to enter into Closed Session. The motion passed unanimously, and the Board entered closed session at 4:42 p.m. to discuss:

Matters related to the employment, assignment, appointment, or performance of specific public officers, appointees, or employees of the public body, 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 special staff and the evaluation of specific departmental operations.

5. **Return to Open Session:** A motion was made by Mr. Fain, seconded by Mr. Scott, certifying the Closed Session. A ‘Roll Call’ vote was taken by the board secretary, the motion passed unanimously, and the board returned to open session at 5:34 p.m.
6. Mr. Gene Scott, Vice President, apprised members in attendance that the board’s Diversity, Equity, and Inclusion Committee is expected to be retitled as the Inclusive Excellence Committee. With resulting consensus, such renaming is projected to take effect through full board resolution at the regularly scheduled January 2023 board meeting.
7. There being no further official business to come before the board, the meeting was adjourned at 5:40 p.m.

LTC KEVIN A. RYAN  
Secretary, VMI Board of Visitors