

MINUTES

**ASSOCIATION OF NROTC COLLEGES
AND UNIVERSITIES**

**ANNUAL MEETING
AND
EXECUTIVE COMMITTEE MEETING**

**UNIVERSITY OF MISSOURI &
THE BROADWAY
COLUMBIA, MO**

OCTOBER 16-18, 2014

Association of NROTC Colleges and Universities
Business Meeting
Saturday October 18, 2014
University of Missouri
Ketcham Auditorium, Lafferre Hall

Welcome

Regina Nordahl opened the meeting at 8:30 am

Introductions

The members went around the room introducing themselves, identifying their affiliation with the NROTC program on their campus and mentioned any special request they wanted to have addressed in the open campus forum section of the meeting.

Hosting of future meetings

Regina Nordahl reached out to the group for volunteers to host 2016 conference. In an effort to clarify the role and responsibilities of the Association, the host University &/or the U.S. Navy, as a result of all of the transitions over the past several year. Denise Soudan and Regina Nordahl worked on a document outlining the delegation of duties and responsibilities of each party (included in Appendix D). This document will be posted on the conference website.

Dr. Richard Southby expressed an interest in having George Washington University consider hosting the meeting in 2016. Dr. Richard Southby will follow up with Regina Nordahl.

The Association would like to continue to include different venues around the country as possible meeting locations, especially if there is a strong Navy presence: East Coast/West Coast, public vs. private, large or small, military academies, and historically black colleges and universities.

Regina Nordahl extended her thanks again for past hosts, appreciated the financial commitments the institution puts in to hosting, as well as their on-going support of the Association's mission.

Philip Spieth asks what happened to San Diego – no rep from there this year. Regina Nordahl will look into it.

Approval of the Minutes

Philip Spieth asks about the action items listed in the minutes from the October 19, 2013 meeting in Norfolk, VA. Regina Nordahl will review the action items and follow up with those committees after this meeting. An update will be sent out via email including the reports of these committees.

John Powell neglected to send title of the book that is designed for NROTC cadets entering college – he will send out this year.

Challenge of the organization is that the committees are all volunteers who get caught up in the day to day business and these fall by the wayside.

Regina Nordahl called for a motion for the minutes to be approved. Martin Walker made a motion for the minutes to be approved. Paul Pugh seconds the motion. There were no opposes or abstentions. The minutes were approved as submitted based on comments.

Nominating Committee for Officers for the 2015-2016 Term

Fr. Earle Markey, Dr. Cynthia Cyrus and Paul Pugh were the Nominations Committee. Fr. Earle Markey thanks John Powell and Danny Kelley for their duty to the organization. Applause from Association. Fr. Earle Markey thanks Regina Nordahl for her willingness to stay on for continuity sake – one more term. Applause follows. Let's group know the slate has been offered up. None other have been given. Fr. Earle Markey presents current slate: Martin Walker – Vice President, Colonel Woodson Sadler – Treasurer/Secretary. Elections will take place after lunch.

Executive Committee Nomination

Seven schools complete their term on the Executive Committee this year. Regina Nordahl asked for variety of representation (public, privates, historically black, military academies, etc). Those who have not served in the past 2 year, please come forward and see Regina Nordahl or Fr. Earle Markey to be added to nominating group for Executive Committee.

Treasurer's Report

Danny Kelly reported on the finances of the Association. He requested the members to take out the financials from their packets. He reviews FY 2013. Notes ending balance for CD and overall balance. Institution remains fiscally solvent. He reviews supplies expenses and Association paying University of Rochester for event management services. Cost increases \$100 per year based on contractual agreement. Overall fiscally sound. Current CD balance and assets to date.

Danny Kelly requests a motion for approval of the Treasurer's report. David Architzel makes the motion to approve and John Sarao seconds the motion. The motion is unanimously approved.

Campus Issues Agenda items

Regina Nordahl highlights campus items for discussion this afternoon:

- Nursing Programs – potential changes when nurses are designated into programs
- USC's agreement with Army ROTC program – Sexual Harassment and Assault Prevention (which Regina Nordahl leads). Topic to trade best practices and help each other with our network when these issues arise on each campus.
- Discussion with Rep from Ohio State re: committees/groups on campus for Veterans Affairs. During breaks, let Regina Nordahl know if this is now an emerging issue on their campuses.
- Veteran's resources on campus. Initiative beginning to pick up speed on campuses.
- Joint military minors and/or majors on campus. How we can work with Engineering and how they can use NROTC classes as electives. This department is most impacted on each campus

NROTC Situation Report

Regina Nordahl turns over to Admiral Richard Brown. He has been in the job for 5 months. Had been a CO in Rhode Island previously. Loves his mission and current role. Wants Association to know that NROTC is core to the office mission. NROTC gives him the diversity of thought to future success in military operations. Does not want all officers to look & act the same. NROTC graduates tend to serve in more of a leadership level and become more CFOs and CEOs. Keeps the tie between the civilians and the military. Continual pressure in the budget arena, but it's been like that for 30 years and will continue to be like that for the next 30 years. He will continue to work to do what he needs to do to keep the program healthy.

Capt. James Nichols, Director of Officer Development/NROTC Program Manager. A detailed power point brief is distributed to the members.

Brief is geared more toward new members. Apologies for the repetitiveness. Encourages everyone to ask questions and stop if needed.

Feels his job and the organizations job are to find those kids who believe in the dream and want to be members of the military.

12:20 p.m. break for lunch.

1:30 p.m. return to session

Capt. James Nicholas resumes brief.

Richard Southby would like information on what other Universities are doing to permit credit for NROTC class credit. NSTC has list of what all schools provide – can get it from them.

2:35 p.m. break

2:50 p.m. reconvenes

Executive Committee Members whose term is 4 year term is expiring: Universities currently on whose four year term is expiring – Jacksonville University, Marquette, MIT, University of Nebraska, Norfolk State, and Purdue University and Vanderbilt University.

Fr. Earle Markey proposed a slate of 7 new incoming representatives:
Miami, University of Ohio, University of South Florida, University of North Carolina Chapel Hill, The Ohio State, Northwestern University, Berkeley, George Washington University.

Fr. Earle Markey called for a vote. The slate of seven universities was approved as submitted for a four year term.

Fr. Earle Markey then proposed the election of the Association Officers for a two-year term for the period 2015-2016.

Regina Nordahl-President

Martin Walker - Vice President

Colonel Woodson Sadler- Secretary/Treasurer

The slate of officers was approved unanimously as submitted.

Campus Issues

Nursing – discussed during military brief and covered

Martin Walker commented on presentation being one of the best in the time he has been here. Well worthwhile, went quickly and passed a lot of information. Well thought out. Regina Nordahl agrees. Brings up comments she was given during lunch from attendees that they really enjoyed it. Kept everyone engaged. Great dialogue and the spirit of what the group would like to achieve with the Navy.

Sexual Assault Prevention – covered during brief. Regina Nordahl speaks about her Committee at USC (see executive committee notes). Mirrors SAPRA (see brief slideshow for exact acronym) for training. Regina Nordahl will provide her information as a resource for best practices. Cynthia Cyrus comments on Vanderbilt

holding a meeting each semester with the unit to discuss potential issues and policy. Regina Nordahl would prefer to only send the document to those with a true interest for confidentiality purposes. Let her know if you want a copy.

Majors/minors – discussed during brief. Regina has a draft military minor going through the curriculum committees. She will provide this to the group as an example. Martin Walker has one in his school as a minor. Dale Kaser – also has a minor program. Ted Pickerill and Paul Pugh have it too. Regina Nordahl will compile the documentation from the schools. Consolidate and send. Paul Pugh's minor does not require that you are a ROTC student, so kids who are just interested in sailing can obtain a minor. Douglas Hazzard inquires about traditional students in these classes and how that affects the feel of the class. Are the courses being directed specifically toward the midshipmen?

Purdue University– 3 minors (one for each unit). State of Indiana mandated 120 credit hrs for degree instead of 124. Most programs have cut electives. Now trying to get those programs to count toward credit for the degrees. Trying to encourage traditional students in these courses so that they can count this for credit.

Berkeley – in order to make ROTC legitimate actual classes it must be open to all students. Faculty at Berkeley say it is positive to include all students and they enjoy the variety.

Army's curriculum changed this fall. Much more on the leadership side. Becoming more like the air force & navy training.

Courses & internship – Discussed during brief. Gathering information from the Association on how schools created internships and share with the Navy. What are people trying to do? Put together points of discussion for next year. Send out by October 1.

Campus Job

Regina Nordahl encourages association members to hire ROTC for campus jobs in their organizations. Seek out the senior marines in your institution to coordinate this

Weapons – mock weapons – How to deal with them on campus. Michael Wellman speaks of lockdown at his campus because someone in uniform was carrying a mock rifle. Standard procedure document was created for his institution to detail use of these mock weapons and procedure to follow if they will be used for drills. Regina Nordahl offered to provide a copy of USC's Non-operable weapons policy if anyone is interested.

Admiral addressed this situation. Spoke with all of the COs about the institutions to set up minimum practices from the navy. Documents situation where this has worked (U of South Florida)

Veterans Affairs – Michael Carrell is resident expert on this. Was asked to look at what was offered at his school and to see if he could make it better. Formed a task force with a mature office. ROTC & Veterans are separate on most campuses. Business practices/enrollment services, student life and academic components. First question to ask is “why do you want to do this”. Followed by “why do we have ROTC on our campus”. See the overlap between the two and see where to put this program. Under the Provost for Michael. Military & Veterans services office created so that office deals with anything related military. First thing – get their benefits right. If you don't get that right, nothing else will matter. Benefits are most important as you were told your family would be taken care of your money would be right. This is how they will be able to concentrate on their degree. Make sure your resources are right. Have created a lot of policies (hold harmless) to allow students to continue their academic career if benefits haven't been paid yet. DOD and VA will pay benefits, just not always on the school's timeline. Register students with military identifiers so that restrictions (locked out of class registration, letters that payment is due, etc) are not imposed on the veterans.

Synergies with ROTC – commanders in uniform can only do so much fundraising. They also can't ask donors for money. Allow the commanders to discuss the program, but have an administrator do the asking for money.

Regina Nordahl adds in that all alums are a great base for scholarships, side loads, etc.

Michael Carrell – work with Development to think differently and make the right connections. Education faculty & staff on military programs and issues. Cadet development – make sure there is active work to bring together the cadets and the veterans. Continuity in the NRTOC. Commanders are turning over every 2-3 years. Establish someone to provide continuity on the administrative side.

Look to where your research dollars are being spent. Include researchers to sit on the committee for veterans affairs.

Tuition Committee

Put together committee from last year (Martin Walker, Richard Southby, and Cynthia Cyrus) about tuition and it never met (from Richard Southby). Feels this is very important and that we need to activate and get this committee going. Regina agrees to activate committee.

Regina Nordahl– survey with Michael Carrell and if you participate you'll get data. Find out what this survey exactly is.

3:50 – motion to adjourn meeting. Motion unanimously approved.

2014 APPENDIX INDEX

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- C. Treasurer's Report (2012)**
 - Final Budget (2012)**
 - Current Budget (2013)**
 - Proposed Budget (2014)**

- D. Executive Committee Meeting Minutes**
 - NROTC Meeting Responsibilities**

- E. FY14 Program Situation Room Presentation**

- F. New Member Brief**
 - List of Acronyms**

- G. History of the Association**

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APPENDIX A

Schedule of Events
Meeting Agenda
Navy Day Schedule

ASSOCIATION OF NROTC COLLEGES AND UNIVERSITIES

Annual Meeting
October 16-18, 2014
Columbia, MO

The Broadway
University of Missouri

Meeting Schedule

Thursday, October 16

4:00 p.m. - 6:00 p.m.	Conference Registration – The Broadway Grindstone Room
5:00 p.m. - 6:00 p.m.	Executive Committee Meeting - The Broadway Grindstone Room
6:00 p.m. - 7:00 p.m.	New Member Orientation - The Broadway Grindstone Room
7:15 p.m. - 9:00 p.m.	Welcome Reception – The Broadway Ridgeline Room **

Friday, October 17

6:30 a.m. – 7:20 a.m.	Buffet Breakfast – The Broadway Hinkson Room**
7:30 a.m.	Depart hotel for Navy Day activities - Meet in Broadway Lobby**
4:00 p.m.	Return to The Broadway Evening on your own

Saturday, October 18

7:00 a.m. - 8:00 a.m.	Buffet Breakfast - The Broadway Ridgeline Room**
8:10 a.m. - 8:15 a.m.	Shuttle to University of Missouri
8:30 a.m.	Business Meeting – Ketcham Auditorium, Lafferre Hall
10:30 a.m. - 10:45 a.m.	Coffee Break
10:45 a.m. - 12:15 p.m.	Reconvene meeting
12:15 p.m. - 1:15 p.m.	Lunch on campus – Mark Twain Residence Hall Dining Facility
1:20 p.m.	Reconvene Meeting
4:00 p.m.	Recess. Shuttle back to hotel
5:45 p.m.	Shuttle to University of Missouri – Meet in Broadway Lobby**
6:00 p.m.	Reception – Columns Room, Reynolds Center**
6:45 p.m.	Dinner/Speaker – Columns Room, Reynolds Center**

** Includes spouse/guest

Association of NROTC Colleges and Universities' meetings is open to the public. In the event that a formal vote is taken, only Association members are allowed to vote.

2014 AGENDA
Business Meeting
Association of NROTC Colleges and Universities
Saturday, October 18, 2014

University of Missouri
Ketcham Auditorium, Lafferre Hall

8:30 a.m. - 12:15 p.m.

1. Call to order
2. Self-introduction of members and guests
3. Announcements, including discussion of 2015 conference site. Call for 2016 proposals
4. Approval of 2013 Meeting Minutes
5. Report of Nominating Committee
6. Treasurer's Report
7. Report of Executive Committee
8. Development of additional agenda items for discussion. Request of items for Campus Issues Forum.
9. NROTC Situation Report, CAPT Jim Nichols, Director of Officer Development/NROTC Program Manager
10. Greetings, remarks and introductions by RDML Richard Brown, USN, Commander Naval Service Training Command (NSTC)
11. Discussion of issues arising from Situation Report

1:20 p.m. - 4:00 p.m.

12. Campus Issues Forum
13. Other items as necessary
14. Adjournment

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ASSOCIATION OF NROTC COLLEGES AND UNIVERSITIES
Navy Day – October 17, 2014
Columbia, MO

AGENDA

Friday, October 17

- | | |
|-------------------------|--|
| 6:30 a.m. – 7:45 a.m. | Buffet Breakfast- The Broadway – A Doubletree by Hilton |
| 7:45 a.m. | Meet in Lobby for Navy Day activities |
| 8:00 a.m. | Group departs The Broadway for the National World War I Museum |
| 10:15 a.m. – 12:30 p.m. | Tour of the National World War I Museum at Liberty Memorial at your leisure |
| 12:30 p.m. | Meet in Museum lobby to board bus for lunch |
| 1:00p.m. | Lunch at Gates BBQ |
| 2:30 p.m. | Lunch concludes. Board bus to return to hotel |
| 4:30 p.m. | Return to The Broadway. Please feel free to enjoy downtown Columbia at your leisure in the afternoon and all evening activities are on your own. |

APPENDIX B

Institution Representative Listing Meeting Attendee Listing

Association of NROTC Colleges and Universities

Representatives

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University of New Mexico	Dean Charles Fleddermann Dean	Engineering Dean's Office MSC01 1140, 1 University of New Albuquerque, NM 87131-0002	Phone: (505) 277-1423 Fax: (505) 277-1422 Email: cbf@unm.edu
University of North Carolina at Chapel Hill	Dr. Doug MacLean Professor	Department of Philosophy CB #3125, Caldwell Hall Chapel Hill, NC 27599-3195	Phone: (919) 843-4500 Fax: (919) 843-3929 Email: maclean@email.unc.edu
University of Notre Dame	The Rev. Hugh R. Page Assistant Dean, Undergraduate Studies	216 Coleman-Morse Center Notre Dame, IN 46556	Phone: (574) 631-7242 Fax: (574) 631-8141 Email: hpage@nd.edu
University of Oklahoma	Julie Dahlgren	1005 ASP Ave, Suite 180 Norman, OK 73019	Phone: (405) 325-3251 Fax: (405) 325-7383 Email: jdahlgren@ou.edu
University of Pennsylvania	Dr. Ajay Nair Associate VP for University Life	Associate Provost of University Life 3611 Locust Walk Philadelphia, PA 19104-6222	Phone: (215) 898-6081 Fax: (215) 898-0843 Email:
University of Rochester	Ms. Lisa G. Norwood Assistant Dean, Engineering Undergraduate Studies	University of Rochester P.O. Box 270076 Rochester, NY 14627	Phone: (585) 275-4155 Fax: (585) 461-4735 Email: lnrw@seas.rochester.edu
University of San Diego	Linda Dews Assistant Dean	University of San Diego 5998 Alcalá Park San Diego, CA 92110-2492	Phone: (619) 260-7585 Fax: (619) 849-9185 Email: ldews@sandiego.edu
University of South Carolina	Anne Bezuidenhout		Phone: (803) 777-0525 Fax: Email: annebex@mailbox.sc.edu
University of South	John Sarao	University of South Florida	Phone: (813) 974-7841

Florida	Associate Director-The Joint Military Leadership Center	4202 East Fowler Avenue, CWY408 Tampa, FL 33620	Fax: (813) 974-3890 Email: jsarao@usf.edu
University of Southern California	Regina Nordahl Associate Dean	Ralph and Goldy Lewis Hall 312C Los Angeles, CA 90089-0626	Phone: (213) 740-1920 Fax: (213) 740-5379 Email: rnordahl@usc.edu
University of Texas at Austin	Richard Flores Senior Associate Dean Academic Affairs	College of Liberal Arts, Univ. of Texas at Austin 1 University Station, G6000 Austin, TX 78712	Phone: (512) 471-9209 Fax: Email: rrflores@mail.utexas.edu
University of Virginia	Dr. William J. Kehoe William F. O'Dell Professor of Commerce	PO Box 400173 Robertson Hall 381 Charlottesville, VA 22904	Phone: (434) 924-7045 Fax: (434) 924-7074 Email: wjk@virginia.edu
University of Washington	Dr. Cheryl A. Cameron Vice Provost for Academic Personnel and Prof., Dental Public Health Sciences	Office of the Provost 340 Gerberding Hall, Box 351237 Seattle, WA 98195-1237	Phone: (206) 543-6616 Fax: (206) 685-3218 Email: ccameron@u.washington.edu
University of Wisconsin-Madison	Professor James Johannes Director, Officer Education Program	5185 Grainger Hall 975 University Avenue Madison, WI 53706	Phone: (603) 265-2323 Fax: Email: johannes@bus.wisc.edu
Vanderbilt University	Cynthia J. Cyrus Associate Provost for Undergraduate Education	512 Kirkland Hall Nashville, TN 37240	Phone: (615) 322-5041 Fax: (615) 322-7629 Email: cynthia.cyrus@vanderbilt.edu
Villanova University	Mr. Paul F. Pugh Dean of Students	800 Lancaster Ave. Villanova, PA 19085	Phone: (610) 519-4200 Fax: (610) 519-5014 Email: paul.pugh@villanova.edu
Virginia Military Institute	Woodson A. Sadler, Jr. Colonel (USMC RET)	Mechanical Engineering Department Lexington, VA 24450	Phone: (540) 464-7563 Fax: (540) 464-7663 Email: sadlerwa@vmi.edu
Virginia Polytechnic Institute & State University	Dr. Robert P. Stephens Associate Dean for Undergraduate Academic Affairs	College of Liberal Arts & Human Sciences 238 Wallace Hall (Mail Code 0426) Blacksburg, VA 24061	Phone: (540) 231-6770 Fax: (540) 231-7157 Email: rosteph2@vt.edu

2014 Annual NROTC Association Meeting Attendees

Association	Last Name	First Name	Email
College of Engineering U of MO	Walker	Martin	walkermw@missouri.edu
College of the Holy Cross	Markey	Earle	emarkey@holycross.edu
Florida A&M University	Thomas	Michael	michael.thomas@famu.edu
Jacksonville University	Hazzard	Douglas	SFOXWEL@JU.EDU
Marquette University	Kaser	Dale	dale.kaser@marquette.edu
Miami University	Pickerill	Ted	pickerto@miamioh.edu
Naval Service Training Command	Brown	Richard	marjori.mcintyre@navy.mil
Naval Service Training Command	Gough	Mark	mark.gough@navy.mil
Naval Service Training Command	Haywas	Slavomira	slavomira.hayway@navy.mil
Naval Service Training Command	McIntyre	Marjorie	marjorie.mcintyre@navy.mil
Naval Service Training Command	Nichols	James	james.p.nichols@navy.mil
Naval Service Training Command	Palermo	Michael	michael.s.palermo@navy.mil
Norfolk State University	Keeve	Michael	nokeeve@nsu.edu
Northwestern University	Braeutigam	Ronald	braeutigam@northwestern.edu
Prairie View A&M University	Kelley	Danny	drkelley@pvamu.edu
Purdue University, College of Technology	Mohler	James	jlmohler@purdue.edu
The Citadel	Powell	John	john.powell@citadel.edu
The George Washington University	Southby	Richard	southby@gwu.edu
The Ohio State University	Carrell	Michael	carrell.8@osu.edu
University of California - Berkeley	Spieth	Philip	ptspieth@berkeley.edu
University of California - Berkeley	Will	Kipling	kipwill@berkeley.edu
University of Florida Department of Housing & Residence Education	Dunkel	Norbert	NorbD@ufsa.ufl.edu
University of Illinois at Urbana-Champaign	Teper	Thomas	tteper@illinois.edu
University of Michigan	Wellman	Michael	wellman@umich.edu
University of Nebraska	Stentz	Terry	tstentz1@unl.edu
University of North Carolina at Chapel Hill	MacLean	Douglas	maclean@unc.edu
University of South Florida	Sarao	John	jsarao@usf.edu
University of Southern California	Nordahl	Regina	rnordahl@price.usc.edu
University of Virginia	Kehoe	William J.	wjk@virginia.edu
Vanderbilt University	Cyrus	Cynthia	cynthia.cyrus@vanderbilt.edu
Villanova University	Pugh	Paul	paul.pugh@villanova.edu
Virginia Military Institute	Sadler	Woodson	sadlerwa@vmi.edu

APPENDIX C

Treasurer's Report (2014)
Final Budget (2013)
Current Budget (2014)
Proposed Budget (2015)

Association of NROTC College and Universities
Treasurer's Report 2014

Checking Account Balance October 6, 2015	\$11,931.40
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Revenue

Dues	\$4,400
Registration	\$3,600
Interest	\$10.00
Total Revenue	\$8,010

2013 Budget

	<u>2010 Budget</u>	<u>2011 Budget</u>	<u>2012 Budget</u>	<u>2013 Budget</u>
<u>Income</u>				
Dues Income	\$13,200	\$13,000	\$12,800	\$12,800
Interest Income	\$100	\$20	\$20	\$20
Total Income	\$13,300	\$13,020	\$12,820	\$12,820
<u>Expense</u>				
Phone/Fax	\$200	\$200	\$200	\$200
Postage	\$650	\$750	\$750	\$600
Supplies	\$500	\$500	\$500	\$500
Printing/Photocopy	\$1,500	\$1,500	\$1,700	\$500
Administration Fees	\$8,400	\$8,600	\$8,800	\$9,000
Admin. Meeting Exp.	\$1,900	\$2,000	\$2,100	\$2,200
Total Expense	\$13,150	\$13,550	\$14,050	\$13,000
<u>Meeting Cost</u>				
Registration Subsidy	\$5,500	\$5,500	\$5,500	\$5,500
Total Expenses	\$18,650	\$19,050	\$19,550	\$18,500
Variance	(\$5,350)	(\$6,030)	(\$6,730)	(\$5,680)

2014 Budget

	<u>2011 Budget</u>	<u>2012 Budget</u>	<u>2013 Budget</u>	<u>2014 Budget</u>
<u>Income</u>				
Dues Income	\$13,000	\$12,800	\$12,800	\$4,400
Interest Income	\$20	\$20	\$20	\$10
Total Income	\$13,020	\$12,820	\$12,820	\$4,410
<u>Expense</u>				
Phone/Fax	\$200	\$200	\$200	\$200
Postage	\$750	\$750	\$600	\$400
Supplies	\$500	\$500	\$500	\$500
Printing/Photocopy	\$1,500	\$1,700	\$500	\$300
Administration Fees	\$8,600	\$8,800	\$9,000	\$9,000
Admin. Meeting Exp.	\$2,000	\$2,100	\$2,200	\$2,200
Total Expense	\$13,550	\$14,050	\$13,000	\$12,600
<u>Meeting Cost</u>				
Registration Subsidy	\$5,500	\$5,500	\$5,500	\$3,600
Total Expenses	\$19,050	\$19,550	\$18,500	\$16,200
Variance	(\$6,030)	(\$6,730)	(\$5,680)	(\$11,790)

Proposed 2015 Budget

	FY2015 Figures
Dues @ \$200 (estimated 70 members)	14,000.00
Conference Registrations @ \$200 (estimated 35 attendees)	7,000.00
<i>Revenue</i>	<i>21,000.00</i>
Phone/Fax/Internet	200.00
Postage	100.00
Printing/Photocopy	300.00
Shipping Costs	150.00
Supplies	300.00
Quarterly Administrator Fee	9,400.00
Administrator's Travel Expense for Meeting	1,000.00
Administrator's Travel Expense for Site Visit	1,000.00
Annual Meeting Expense	7,500.00
<i>Expenses</i>	<i>19,950.00</i>

APPENDIX D

Executive Committee Agenda
Executive Committee Meeting Minutes
NROTC Meeting Responsibilities

AGENDA
Executive Committee Meeting
Association of NROTC Colleges and Universities
Thursday, October 16, 2014
Columbia, MO

The Broadway – A Doubletree by Hilton

5:00-6:00 p.m. – Grindstone

- 1. Call to order**
- 2. Introductions**
- 3. Approval of 2013 Executive Committee meeting minutes**
- 4. Treasurer's report, review of YTD budget, review and approval of 2015 budget**
- 5. Future Executive Committee Schools**
- 6. Overview of 2014 Association Meeting and Navy Day plans**
- 7. Discussion of meeting site options for 2015 and 2016**
- 8. Sexual Harassment and Assault Prevention Agreements with DOD/ROTC**
- 9. University Military Veterans Affairs Committee/Groups**
- 10. Other items as necessary**
- 11. Adjournment**

Executive Committee met on Thursday, October 16, 2014. Meeting minutes were lost.

NROTC Meeting Hosted at Hotel

	Time	Coordinated	Paid By
Thursday Events			
Meeting Registration	4:00 - 6:00pm	Denise	Association
New Host Meeting	4:00 - 5:00pm	Denise	Association
Executive Committee Meeting	5:00 - 6:00pm	Denise	Association
New Member Orientation	6:00 - 7:00pm	Denise	Association
Welcome Reception	7:00 - 9:00pm	Denise	Association
Friday Events - Traditional Navy Day*			
Breakfast	7:00 - 8:00am	Denise	Association
Navy Day Activities	8:30 - 4:00pm	Navy	Navy
Lunch		Navy	Conference Attendee
Transportation		Navy	Navy
Friday Events - Non Traditional Navy Day			
Breakfast	7:00 - 8:00am	Denise	Association
Navy Day Activities		Host School	Association
Lunch		Host School	Conference Attendee
Transportation		Host School	Association
Saturday Events			
Breakfast	7:00 - 8:00am	Denise	Association
Business Meeting	8:30 - 4:00pm	Denise	Association
Space Rental Fees		Denise	Association
AV Coordination (conference call/VTC, projection for Powerpoint presentation)		Denise	Association
AM Break	10:00 - 10:15am	Denise	Association
Lunch	12:15 - 1:30pm	Denise	Association
PM Break	2:30 - 2:45	Denise	Association
Transportation (Dinner)	5:30pm	Host School	Host School
Cocktail Reception	6:00-6:45pm	Host School	Host School
Dinner & Keynote Speaker	6:45 - 8:00pm	Host School	Host School
Speaker Coordination		Host School	Host School

NROTC Meeting Hosted at Host School

	Time	Coordinated By	Paid By
Thursday Events			
Meeting Registration	4:00 - 6:00pm	Denise	Association
New Host Meeting	4:00 - 5:00pm	Denise	Association
Executive Committee Meeting	5:00 - 6:00pm	Denise	Association
New Member Orientation	6:00 - 7:00pm	Denise	Association
Welcome Reception	7:00 - 9:00pm	Denise	Association
Friday Events - Traditional Navy Day*			
Breakfast	7:00 - 8:00am	Denise	Association
Navy Day Activities	8:30 - 4:00pm	Navy	Navy
Lunch		Navy	Conference Attendee
Transportation		Navy	Navy
Friday Events - Non Traditional Navy Day			
Breakfast	7:00 - 8:00am	Denise	Association
Navy Day Activities		Host School	Association
Lunch		Host School	Conference Attendee
Transportation		Host School	Association
Saturday Events			

Breakfast	7:00 - 8:00am	Denise	Association
Transportation	8:15am	Host School	Host School
Business Meeting	8:30 - 4:00pm	Host School	Host School
Space Rental Fees		Host School	Host School
AV Coordination (conference call/VTC, projection for Powerpoint presentation, wireless access during meeting)		Host School	Host School
AM Break	10:00 - 10:15am	Host School	Host School
Lunch	12:15 - 1:30pm	Host School	Host School
PM Break	2:30 - 2:45	Host School	Host School
Transportation to Hotel post conference	4:00pm	Host School	Host School
Transportation back to campus for dinner	5:30pm	Host School	Host School
Cocktail Reception	6:00-6:45pm	Host School	Host School
Dinner & Keynote Speaker	6:45 - 8:00pm	Host School	Host School
Speaker Coordination		Host School	Host School
Transportation to Hotel post dinner	8:00pm	Host School	Host School

* Traditional Navy Day refers to a location that has the ability for the group to travel to a military base

Hotel recommendations should be provided by the host school. The hotel will ideally be within close proximity to the host school and other restaurants for guests on Friday night.

Guidelines for meal functions:

Welcome Reception: heavy hors d' oeuvres and 2 drink tickets per guest included

Breakfasts: hot buffet breakfast each morning

Lunch: hot buffet lunch

Breaks: beverages (water, coffee & tea) and light snacks

Dinner: short (45 min - 1 hr) cocktail reception with drinks & appetizers, full dinner

Host schools are required to pay applicable conference registration fee

APPENDIX E

Presentation by CAPT Jim “Spool” Nichols, USN



FY14 Program Situation Report

Association of NROTC Colleges and Universities
Annual Meeting

October 2014

CAPT Jim "Spool" Nichols, USN
Director of Officer Development

Briefing Outline



- Program Overview
- CNSB Changes and Selects
- Class of 2014 Statistics
- Production Outlook
- Program Challenges
- Program Issues

Officer Development Programs



- NROTC Programs – Midshipmen (MIDN)
 - Marine Option
 - Navy Option
 - Nurses
- Seaman to Admiral – 21 (STA-21)
 - Selected from the enlisted Navy to complete a college degree
 - Active Duty
- Marine Enlisted Commissioning Education Program (MECEP)
 - Selected from the enlisted Marine Corps to complete a college degree
 - Active Duty

NROTC Program By the Numbers



Founded in 1926 – 6 Units

Current Program Footprint

61 NROTC Units, each with an O-6 (Navy or Marine) Commanding Officer
- 12 of those units are Consortia – Unit with More than One Host University

Current University Footprint

166 Colleges/Universities

- 75 Host Universities
- 90 Cross-Towns

5 Maritime Schools

Current Staff Presence

NROTC Units:

432 Officers (Navy/Marine)
74 Enlisted (Navy/Marine)
168 Civilians

Officer Development Staff:

17 Officers (Navy/Marine)
22 Civilians

Midshipmen Enrollments

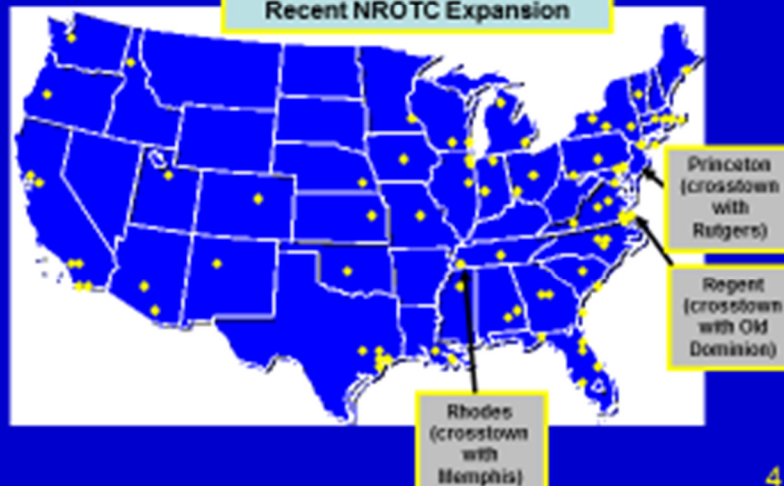
4159 – Scholarship Midshipmen
1752 – College Program Midshipmen

Active Duty Enlisted Enrollments

153 – STA-21 (Seaman to Admiral – 21)
190 – MECEP (Marine Enlisted Commissioning Education Program)

As of October 2014

Recent NROTC Expansion



NROTC Systems Model



System Objectives

- Produce numbers of URL officers
- Diversity
- Technical Majors
- Nuclear Power
- Quality of Product

CNSB Process Changes



- Last year we briefed you on changes to the Continuous National Selection Board (CNSB) process that we use to select our Navy URL and Nurse Option national scholarships.
- Changes were based on a research-based algorithm initially developed by Navy Personnel, Research, Studies and Technology (NPRST) and revalidated in 2013.
 - New algorithm favors applicants who are likely to accept, get admitted, show-up and succeed in college
 - New formula uses 50/50 Academic/Whole Person weighting
 - Officer Interview Process and Forms changed to increase standardization and usefulness to the board
- The changes are definitely apparent in the select profile (next slide) this year:
 - SAT and GPA averages are up.
 - Technical major selects are down (though above the minimum 85% select requirement)
 - Selections with JROTC participation are down significantly. NPRST found a negative correlation between JROTC participation and success in NROTC and college.

Navy National Scholarship Selectee Profiles



	SAT Comp	SAT Verbal	SAT Math	GPA	Top 10% HS Class	Top 20% HS Class	Tech Major %	JROTC Participant
2004-05	1315	648	667	3.89	77%	98%	76%	13%
2005-06	1290	634	656	3.88	69%	97%	77%	28%
2006-07	1280	630	650	3.86	65%	96%	79%	25%
2007-08	1285	637	648	3.82	62%	95%	79%	26%
2008-09	1265	626	639	3.78	55%	77%	86%	30%
2009-10	1300	642	658	3.88	66%	83%	90%	28%
2010-11	1296	640	656	3.91	64%	83%	93%	32%
2011-12	1304	645	659	3.94	62%	83%	92%	31%
2012-13	1313	651	662	3.78	61%	84%	94%	33%
2013-14	1396	699	697	3.83	65%	82%	88%	19%

Application Changes for 2014-15 Applicants



- Included Applicant Fitness Assessment
 - Crunches, push-ups, 1 mile run
- Modified Officer Interview
- Modified Questions on Essay Prompt
- Asked to provide “A day in the life”
 - How much time do they spend in a typical week in the following activities: at school, doing homework, engaged in athletic team activities, engaged in extracurricular activities, volunteering, other

USMC Scholarships



- Same application process
- 4-yr National Scholarships boards
 - Held at Recruiting Districts (6)
 - Coordinated by MCRC
 - Early Board in November
 - Regular Board in March
- Medical process
 - Some medical requirement differences
- Sideload Boards
 - 2 per year
 - November and April
 - Held at MCRC
 - Marine Option College Program MIDN awarded Scholarship or Advance Standing
 - Navy Option Scholarship or College program Advance Standing
 - Awarded Change of Option
 - Scholarship or Advance Standing



USMC 4YR Scholarship Stats



FISCAL YEAR 2012 APPLICATIONS AND SELECTIONS NROTC 4 YR SCHOLARSHIP (2016 CLASS)

SOURCE	TOTAL	WHITE	A.A.	HISPANIC	OTHER/UNK	Females
Applications	2176	1453 67%	186 9%	257 12%	280 13%	256 12%
Selects	335	225 37%	29 9%	39 12%	42 13%	65 19%

FISCAL YEAR 2013 APPLICATIONS AND SELECTIONS NROTC 4 YR SCHOLARSHIP (2017 CLASS)

SOURCE	TOTAL	WHITE	A.A.	HISPANIC	OTHER/UNK	Females
Applications	1811	1174 65%	180 10%	216 12%	241 13%	242 13%
Selects	250	171 69%	18 7%	26 10%	34 14%	41 16%

FISCAL YEAR 2014 APPLICATIONS AND SELECTIONS NROTC 4 YR SCHOLARSHIP (2018 CLASS)

SOURCE	TOTAL	WHITE	A.A.	HISPANIC	OTHER/UNK	Females
Applications	1751	1108 63%	167 10%	219 13%	257 15%	240 14%
Selects	238	158 66%	14 6%	27 11%	39 16%	57 24%



SCORES FOR SELECTED MALES:

	PFT Avg	SAT Avg	GPA Avg
2009 Selects	249	1187	3.79
2010 Selects	229	1151	3.47
2011 Selects	239	1199	3.74
2012 Selects	260	1233	3.45
2013 Selects	271	1222	3.6
2014 Selects	270	1250	3.68



Other Scholarship Opportunities



- Marine Option Scholarships:

- Frederick C. Branch Scholarship (FCB)
 - Directed Scholarships for students to attend one of our affiliated HBCUs
 - Open to any race/ethnicity, but must attend designated schools
- Pedro De Valle Scholarship (PDV)
 - Directed Scholarships for students to attend one of our affiliated Hispanic Serving Institutions (HSI)
 - Open to any race/ethnicity, but must attend designated schools

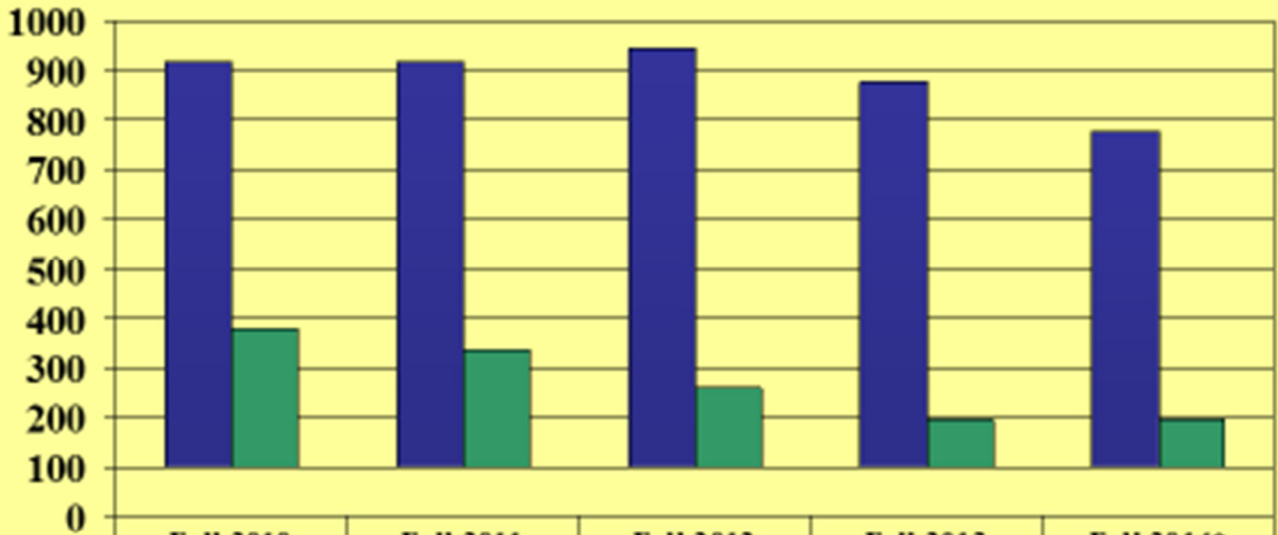
- Navy Option Scholarships:

- Alternative Scholarship Reservations (ASR)
 - Nominated by Navy Junior ROTC Program Area Managers
- Minority Serving Institution Scholarship Reservations (MSISR)
 - Directed Scholarships for students to attend one of our affiliated Historically Black Colleges or Universities (HBCU), High Hispanic Enrollment Schools (HHE) or Minority Institutions (MI)
 - Open to any race/ethnicity, but must attend designated schools

- Balanced Approach to Scholarships:

- Navy is currently looking at what the right balance is between these unique scholarship offers and our traditional National Scholarships.
- These scholarship paths provide us more diversity, but do not historically perform as well in school or complete the program at the same rate.
- Using tools to help ensure the students we bring in can succeed

NROTC Freshman Scholarship Enrollments



	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014*
Navy	917	917	943	876	776
Marine	378	334	258	195	197

*Fall 2014 data as of 01 Oct

Program Elements for Commissioning



- Completion of Bachelors Degree on your campuses
- Naval Science courses on your campuses
- Naval Science Laboratory weekly on your campus for additional professional development option.
- Summer Training Program to expose MIDN to the operational Navy and Marine Corps and put into practice the principles they are learning during the academic year
- Completion of specific academic courses on your campuses (such as Calculus, calculus-based Physics, and a world cultural or regional studies course). Course requirements vary by option.
- Physical Training – up to 3 times a week



Cruise Sequence



- Following Freshman Year (3/C Cruise):

- Navy and USMC options: Career Orientation Training for Midshipmen (CORTRAMID) – 4 weeks initial fleet exposure in Norfolk or San Diego. 1 week each with Surface, Submarine, Aviation and USMC
- Nurses: Afloat - 4 weeks aboard Amphib or Carrier shadowing a junior Corpsman.

- Following Sophomore Year (2/C Cruise):

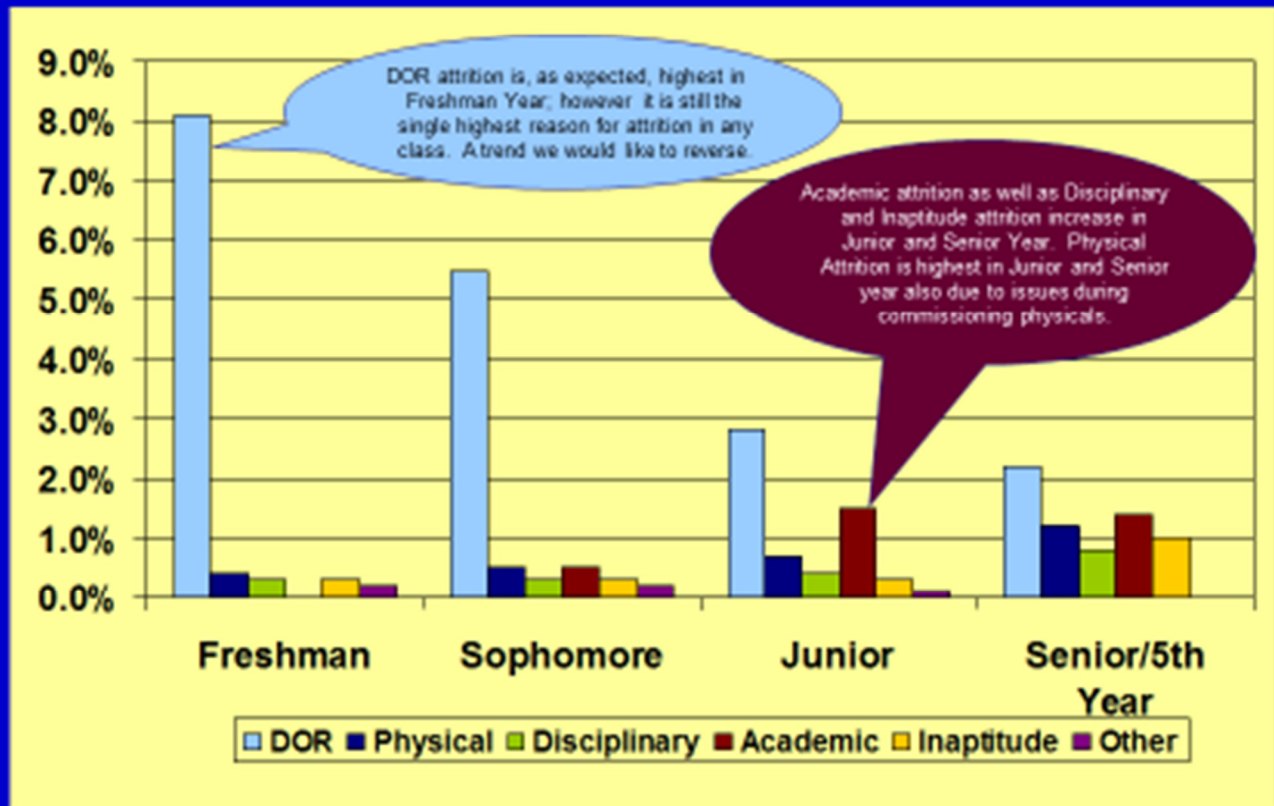
- Navy option: Enlisted Afloat Experience – 3 to 4 weeks aboard a Ship or Sub with an E-4/5 running mate
- USMC option: Mountain Warfare training in Bridgeport, CA



- Following Junior Year (1/C Cruise):

- Navy option: Exposure to officer environment in community of preference – 3 to 4 weeks with a Ship, Sub, or Squadron and Junior Officer running mate.
- USMC option: Marine Corps OCS – 6 weeks in Quantico, VA
- Nurses: Hospital – 4 weeks in a Naval Hospital environment shadowing a Junior Officer
- Foreign Exchange Cruises

Attrition by Class and Reason



Commissioning Class of 2014 NROTC Statistics



NAVY

Building this Class:

6379 – Applicants for 4 year Navy scholarships
(URL and Nurse)

1630 – Selected for 2010

917 – Freshman reported in Fall 2010

Attrition for this Class:

Freshman – 13.5%

Sophomore – 13.2%

Junior – 5.7%

Senior – 4.9%

Graduates in FY14:

764 – Navy Commissions

MARINE

Building this Class:

2164 – Applicants for 4 year Marine
scholarships

565 – Selected for 2010

378 – Freshman reported in Fall 2010

Attrition for this Class:

Freshman – 13.0%

Sophomore – 13.4%

Junior – 5.7%

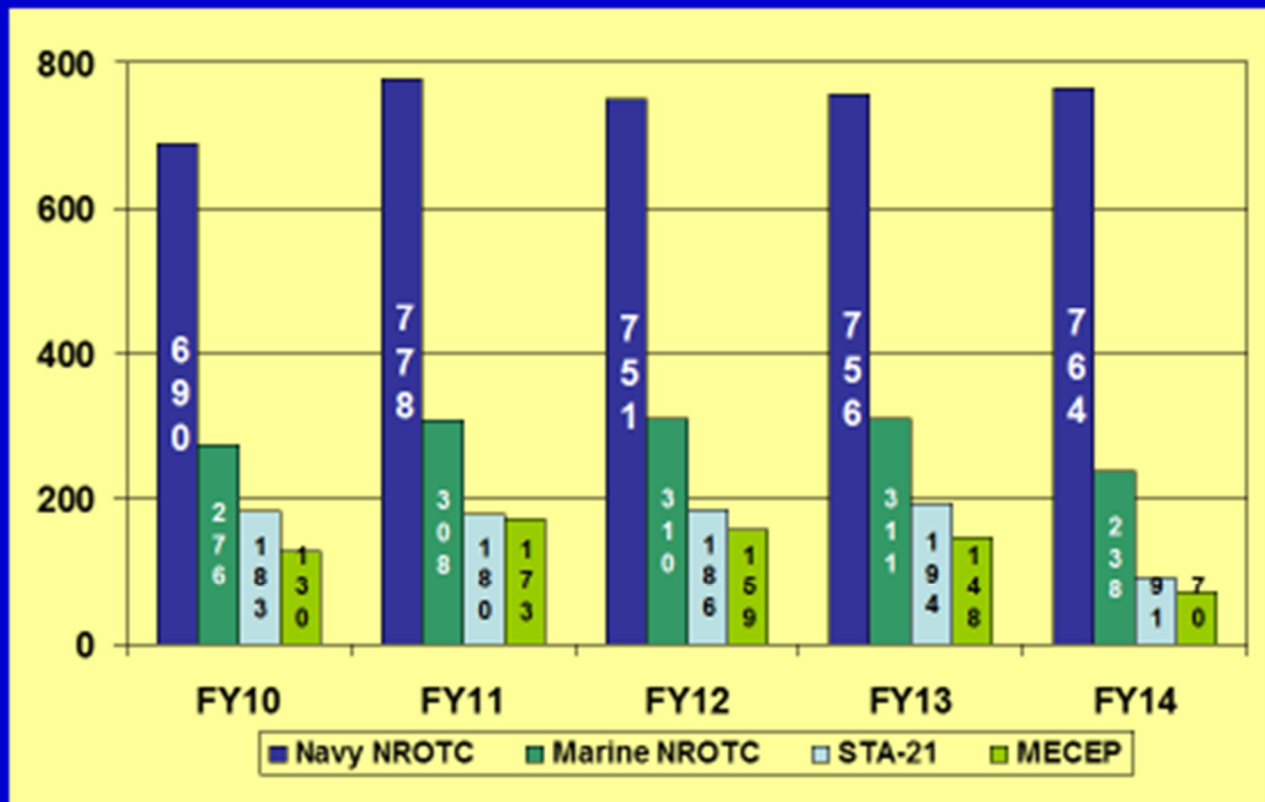
Senior – 7.2%

Graduates in FY14:

238 – Marine Commissions

Additional Commissions provided by 2 and 3 year sideloads as needed to meet goals
Not all MIDN Graduate in 4 years.

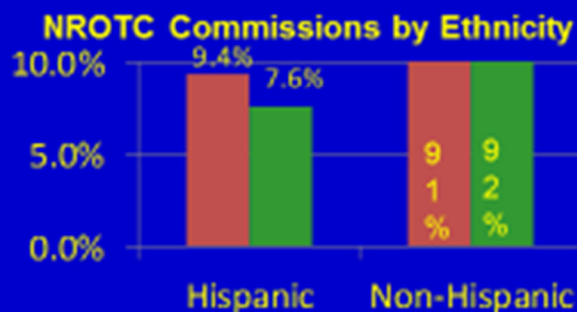
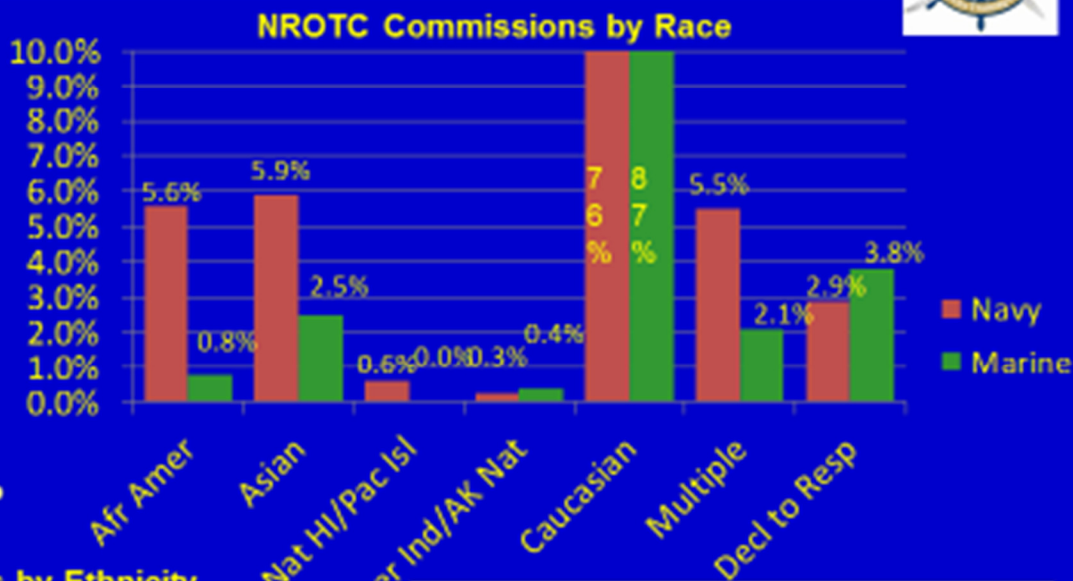
Production (NROTC, STA-21, and MECEP)



Class of 2014 Commissions by Race/Ethnicity



We should reflect college graduates but we are not there yet



Bachelors Degrees conferred Nationally by Race/Ethnicity in 2011-12

(from the National Center for Education Statistics)

- African American – 10.7%
- Asian/Pacific Islander – 7.3%
- Amer Indian/AK Native – 0.7%
- Caucasian – 70.0%
- Multiple – 1.6%
- Hispanic – 9.8%

Includes non-traditional students, and non-commissionable students

Note: NCES does not separate race/ethnicity, so Hispanic is NOT counted separately in the above numbers



Production Plan

Production requirements are changing, but issues remain the same

- **Navy**
 - FY15 Production Goal 830
 - Decreasing in FY16 and remaining steady in FY17 and out:
 - FY16: 799
 - FY17 and out: 712
- **Marine**
 - FY15 Production Goal 240
 - Increasing to 263 in FY16 and out
- **Nurses**
 - FY15 Production Goal 53
 - Decreasing steadily
 - FY16: 41-45
 - FY17 and out: 7-10
- **STA-21**
 - FY15 Production Goal 55
 - Decreasing to 45 in FY16 and out
- **Production Issues**
 - Technical Majors
 - Language and Cultural Experience
 - Diversity

Service Assignment Process



- Match student to warfare community
- Balance of needs of the Navy and student desires



- 67% of FY15 graduates were assigned their first choice
- 14% of FY15 graduates were assigned their second choice

- Marine Corps occupational specialties assigned at TBS



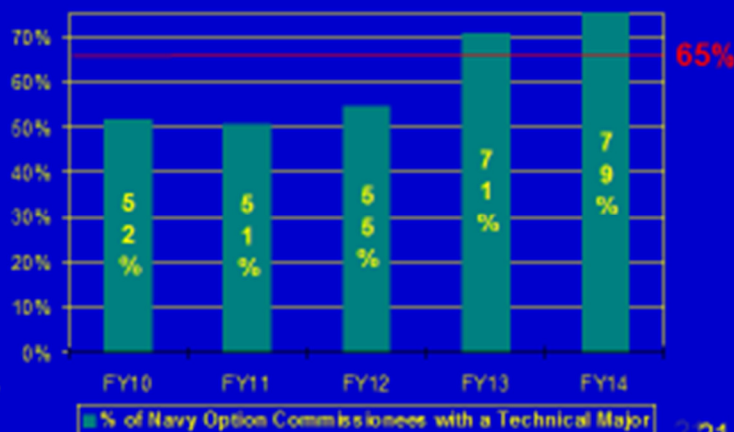
Program Challenges

- Nuclear Production (Submarine, Surface and Nuclear Reactors Engineers)

- Filling these highly specialized designators each year is a priority and a challenge
- Need sufficient technical majors
- Each Applicant is tested in technical interviews with the Naval Reactors staff and personal interview with the 4-star admiral.
- Missed Nuclear Production Goal in FY13 by 3 Submariners and 1 Naval Reactors Engineer
- Met or exceeded all Nuclear Production Goals in FY14

- Technical Majors

- Current production goal for Navy Commissions is 65% Technical Majors
- Program had not been meeting the goal
- Challenge was retaining/sideloaded midshipmen in technical majors with free choice of major
- Policy changed in 2009 linking Navy Scholarship MIDN to a "Tier" of Major
- FY13 was the first class to graduate under this new policy





Mandatory Tutoring

- No rear view mirror response
 - Mandatory Tutoring for all MIDN in Calculus and Physics
 - Funded by the Navy
- Show MIDN that they can be successful in Calculus/Physics with help
 - Navy is a Team Sport
- Removes stigma of tutoring (personal and social)



Electronic Simulation

- Maritime Skills Simulator (MSS) is an enhanced electronic classroom
 - Provides a computer based lab environment for shipboard navigation
 - Up to 10 students in a stand-alone or networked environment
 - Require University cooperation for installation
 - Facilities involvement for HVAC, power, lighting, data cabling and security
 - Average installation cost for the Navy is \$150-250K per school
 - Currently 36 schools have MSS installed
 - Tentatively planned for FY15:
 - Wisconsin & New Mexico
 - Also Tech Refreshes on 6 current schools
 - Expect to establish approximately 2-3 new MSS sites per year, along with 3-5 tech refreshes per year (funding permitting).
- Conning Officer Virtual Environment (COVE)
 - 4 LCD screen system with a head mounted display visor
 - Currently only one school has COVE installed (Jacksonville)
 - Tentatively planned for future installation:
 - Old Dominion, UCLA, Boston, San Diego





Nursing Placement

- History:

- Annual NROTC Nurse Corps Production was reduced to 7-10 commissions per year
- Selecting and placing ~20 nurse MIDN each year
- A number of high quality, obligated, MIDN were being dis-enrolled from the NROTC program because they were not admitted to highly competitive (3.6+ GPA) nursing programs after their Sophomore Year
- In 2013, nurse placement was limited to those schools which admit students to the nursing program their freshman year

- Way Ahead:

- Schools that desire nurse MIDN, but do not meet the above criteria are able to work out agreements with the Navy that allow NROTC MIDN in good standing with the Navy to be guaranteed nursing slots Junior Year.
- This will satisfy the requirement that they be admitted to the school of Nursing Freshman Year.

- Examples:

- University of Minnesota, which had been taken off the list of approved Nursing schools, has since been added back.
- Catholic University of America (cross-town of George Washington) restructured their nursing program and would have been removed from the list, but they also agreed to guarantee NROTC nursing option MIDN admittance to the nursing school Junior Year without their required entrance exam.

Sexual Assault Prevention and Response (SAPR)



- Training:

- The Navy has conducted Sexual Assault Prevent Training and standdowns for all levels of leadership and students.
- We will continue to train MIDN on prevention and emphasize bystander intervention
- SAPR Training is incorporated into Freshman Orientation for all new MIDN
- Refresher training is conducted for all returning Sophomores and Juniors
- Seniors receive additional SAPR training from a leadership perspective to help prepare them for their roles in the NROTC Unit and the fleet

- Response:

- Combination of Navy and University resources available to provide the best care to victim and prevent future assaults

- Reporting:

- Dual-Hatted: Our PNS's have both Navy reporting requirements and Title 9 reporting requirements



Program Issues

- NROTC Overcapacity

- The NROTC Program has excess production capacity. We are pushing to make effective use of our capacity.
- One initiative has been to increase the number of Navy Advanced Standing offers that we made to the class of 2016
 - Receive a monthly stipend, but no tuition benefits
 - Upon graduation, receive a commission in the United States Navy or Marine Corps
 - Makes more effective use of the staff we have at your Institutions and allows us to keep promising future leaders in the program when additional scholarship may not be available
 - Additional commissions offset by reduced Navy OCS Commissions

- DoD Instruction being revised

- Production requirements to maintain a unit under review
- May include service-specific probation and closure criteria



Program Issues

• Scholarship Restructure

- The initial plan briefed to you last year was ultimately disapproved by SECNAV
- Currently all scholarship students still receive 100% tuition
- Budget projections still call for similar reductions (zero sum)
- Current plan involves precision loading: carrying fewer, but higher quality kids and using sideloads as necessary to meet production

• Active Enlisted Service (AES)

- Pursuing the ability to assign students who DOR (Drop on Request) from the program after 1st Class Cruise
 - Shape student decision timeframe
 - Reduce corporate raiding
- AES could be delayed until graduation for those students still enrolled in school and on track to graduate



Program Issues

- Course Credit for Naval Science
 - DoDI 1215.08 requires that schools consider granting credit for Naval Science (NS) courses.
 - “Denial of degree credit for ROTC courses may constitute grounds for withdrawal of the unit.” (DoDI 1215.08, p. 5)
 - Providing no credit for NS courses places added burden on YOUR students.
 - Course credit is clearly a school prerogative; however, we are willing to adjust our NS courses to gain approval (i.e., additional writing assignments, etc.).
- PNSs have been tasked with re-engaging on this issue
- Some universities offer Naval Science Minor



Program Issues

- Considering establishing GPA minimums to retain scholarship:

- Still in the review phase
- Minimum GPA may increase by Class
- Exact GPAs to be required are still under review, but progression being considered could be similar to the below three examples:

	Freshman	Sophomore	Junior	Senior
1	2.00	2.12	2.25	2.25
2	2.00	2.17	2.33	2.33
3	2.00	2.25	2.50	2.50

- Could open up scholarship opportunities for high performing College Program students.

My Contact Info



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Pensacola, FL 32508-5268

Assistant: Mr. (David) Lasure

david.lasure@navy.mil

NROTC is ...



Producing high quality officers for the
Navy and Marine Corps

You make the difference

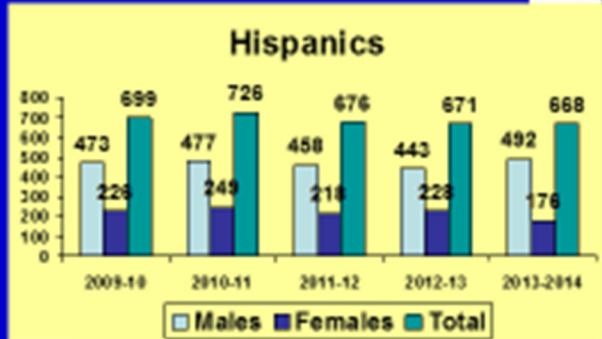
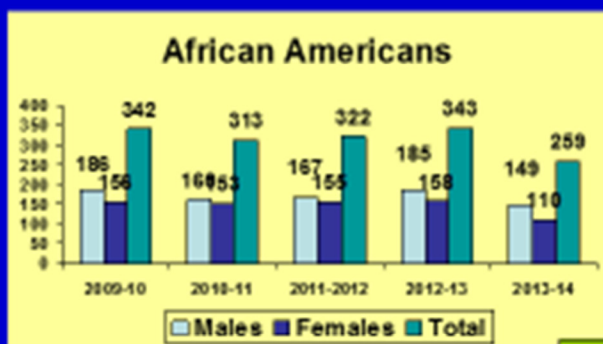


- Support of our staff and students
- Support of our program and requirements
- Support of our Navy and Marine Corps

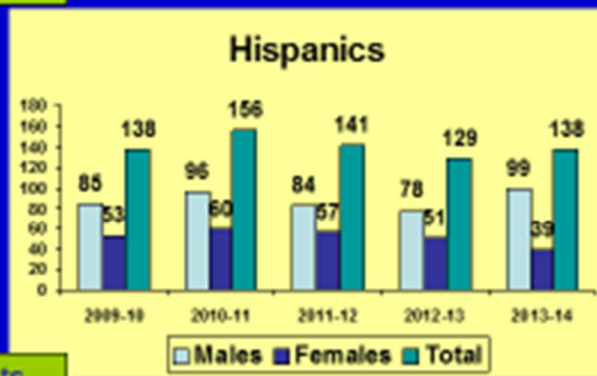
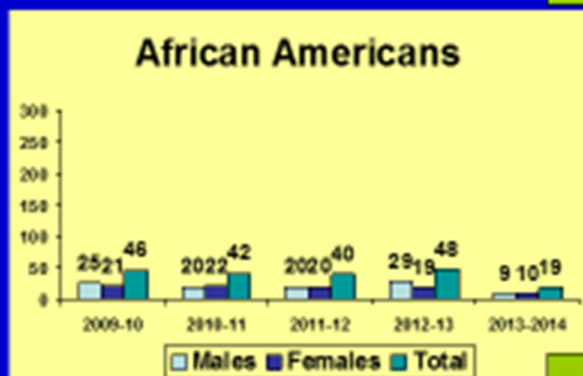


BACKUP SLIDES

Navy Option URL Applicants and Selects : African Americans, Hispanics

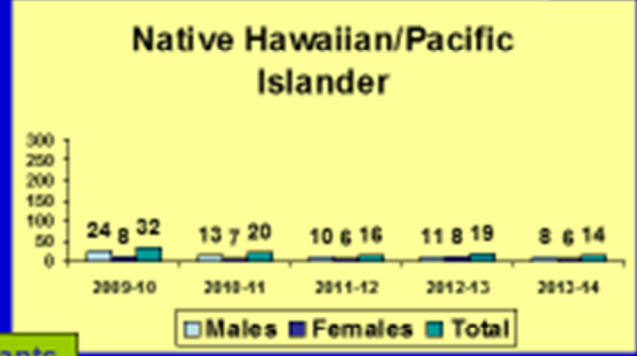
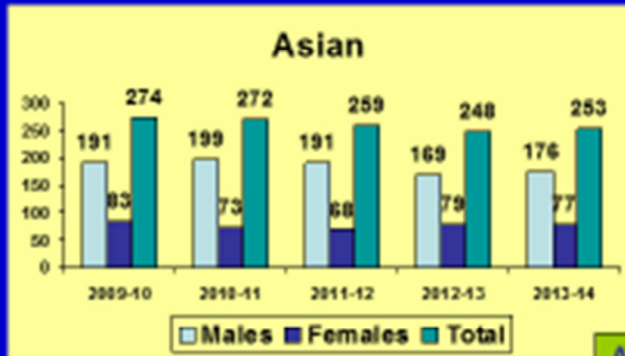


Applicants

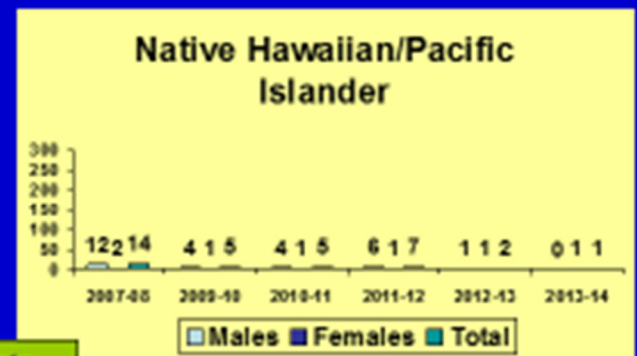
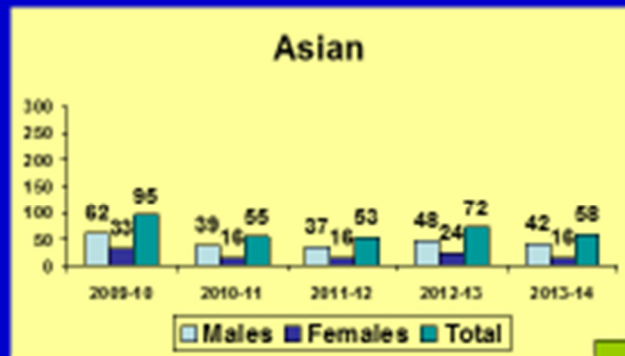


Selects

Navy Option URL Applicants and Selects : Asians and Native Hawaiian/Pacific Islanders

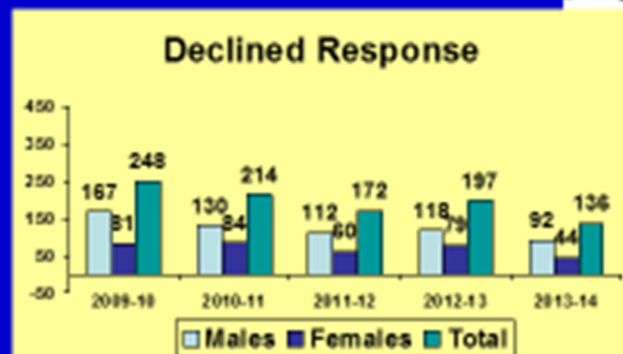
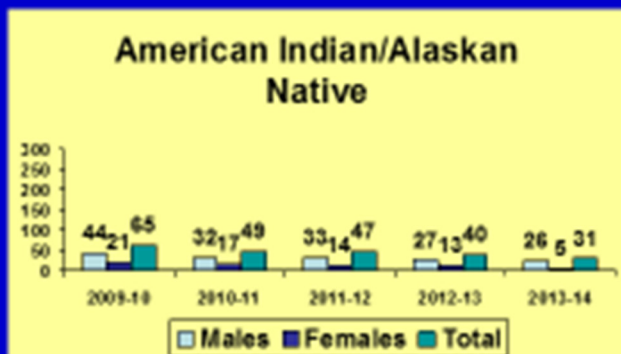


Applicants

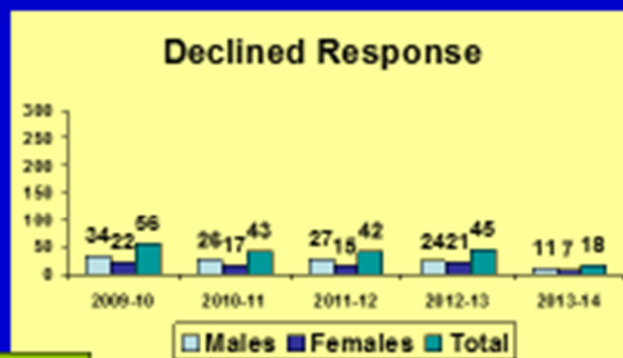


Selects

Navy Option URL Applicants and Selects : American Indian/Alaskan Native, Declined to Respond

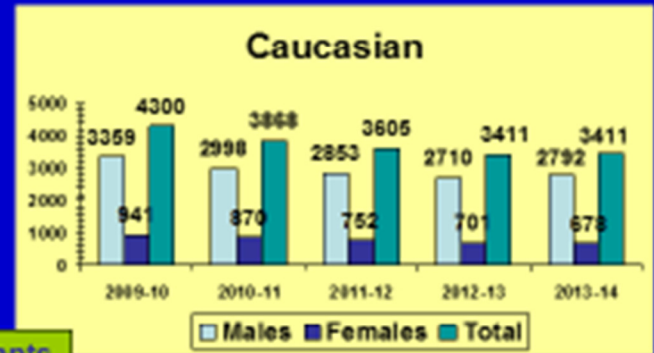
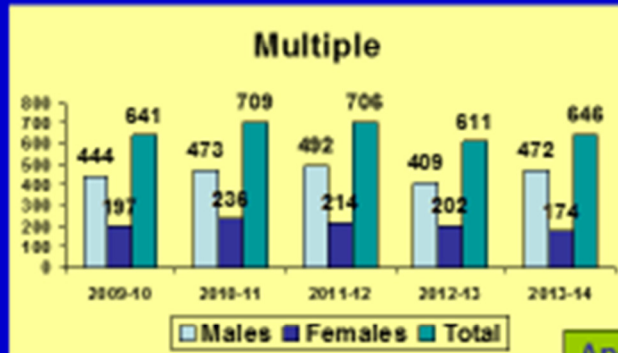


Applicants

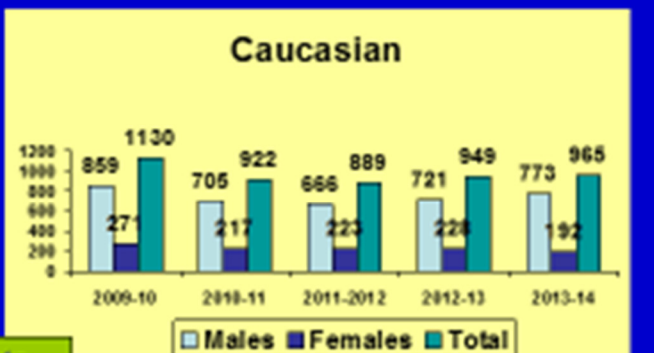
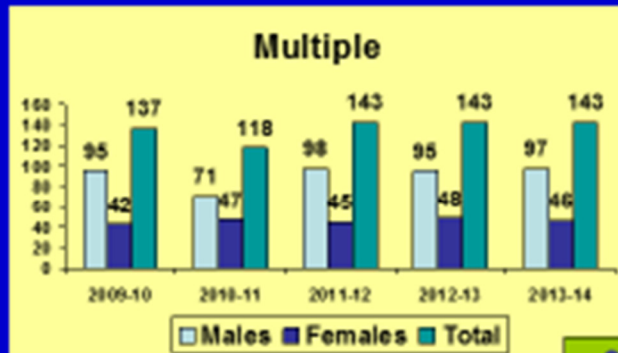


Selects

Navy Option URL Applicants and Selects : Multiple, Caucasian

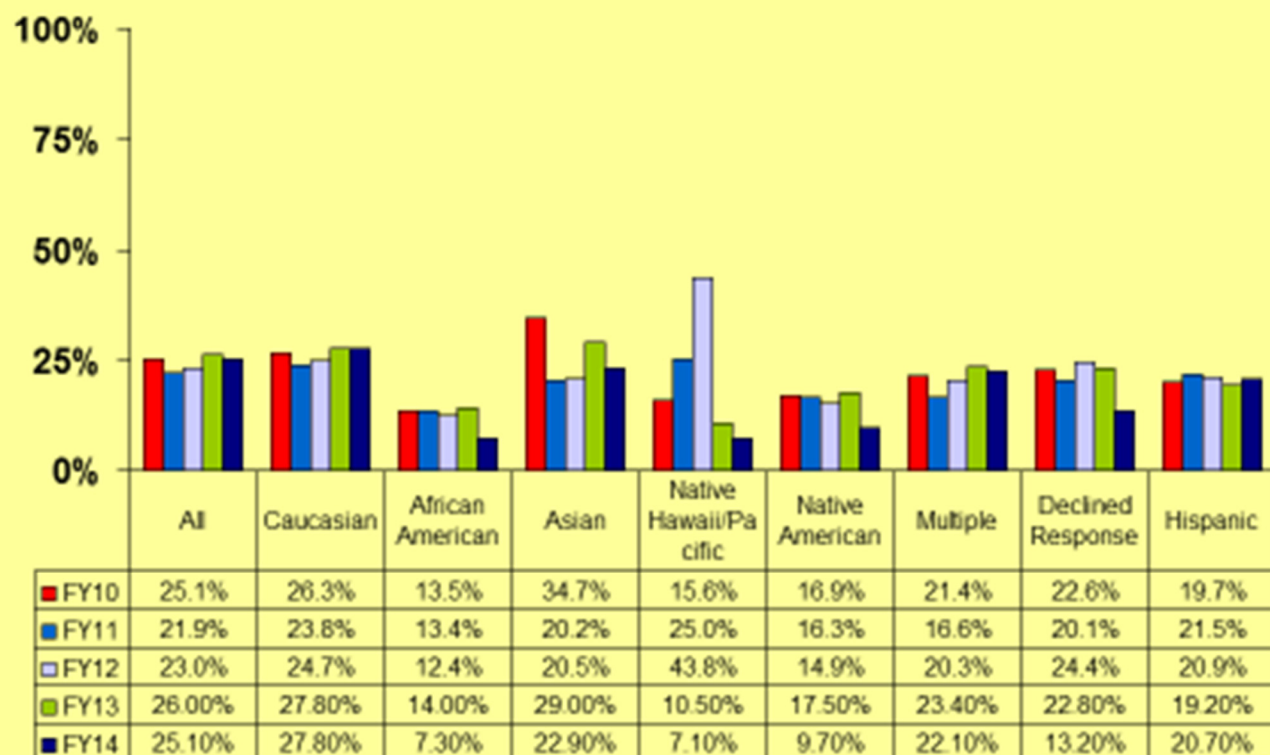


Applicants

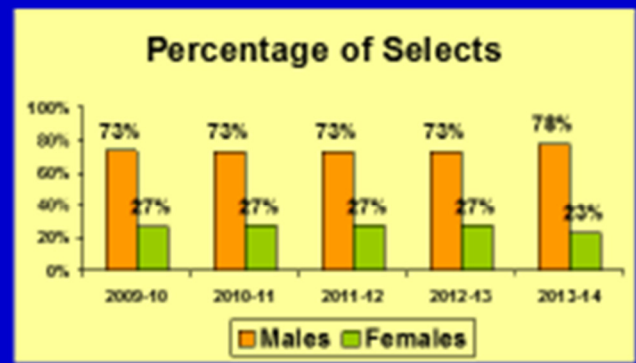
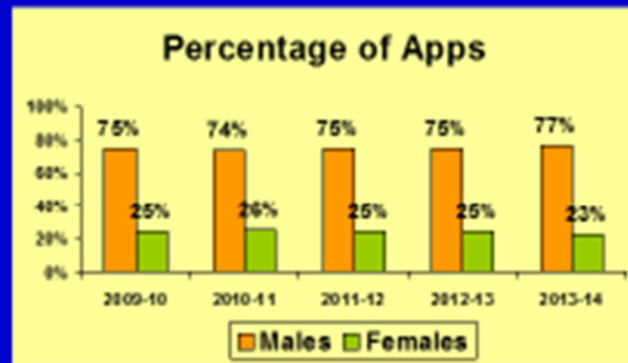
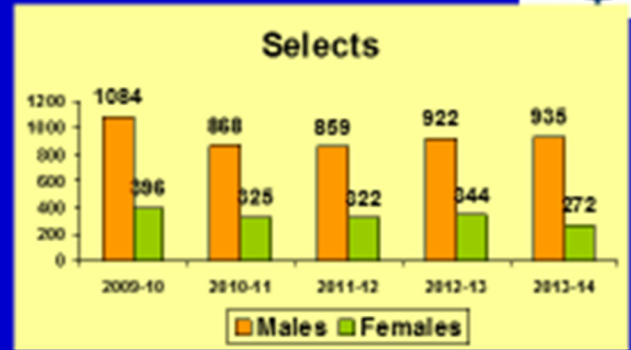
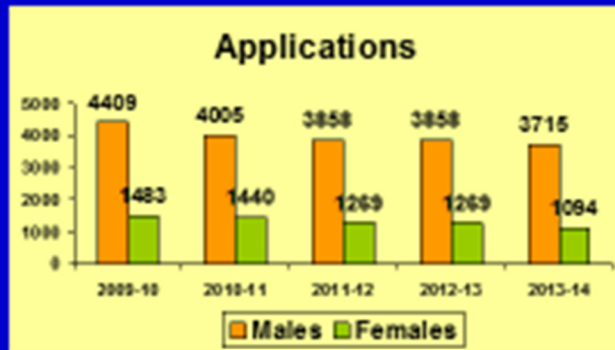


Selects

NROTC Navy Option Select Rates by Race/Ethnic Groups



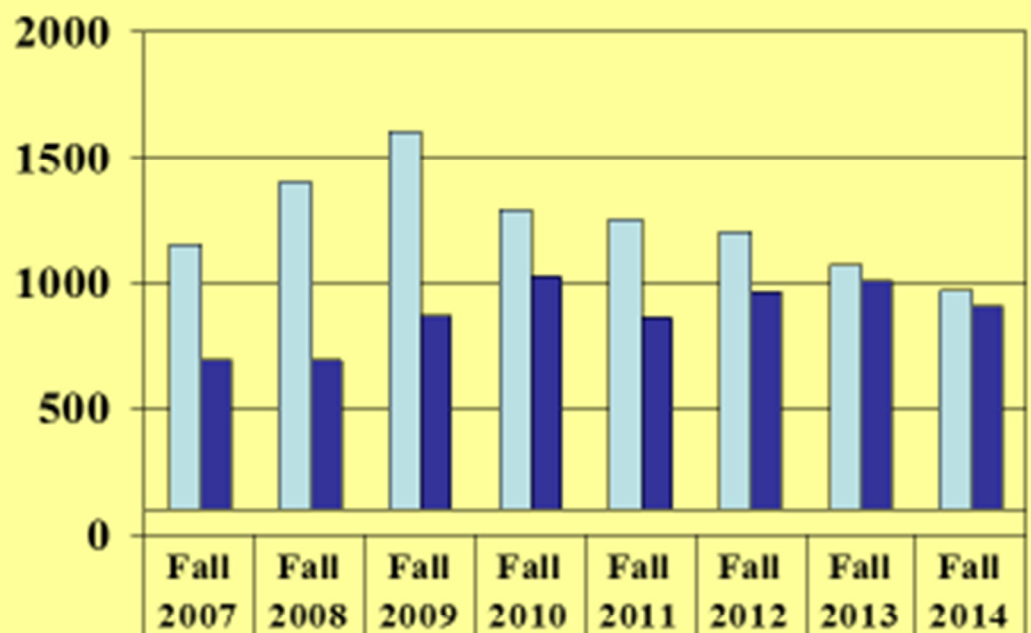
Navy Option Applicants/Selects by Gender



Begin Year Scholarship and College Program – Freshman Only



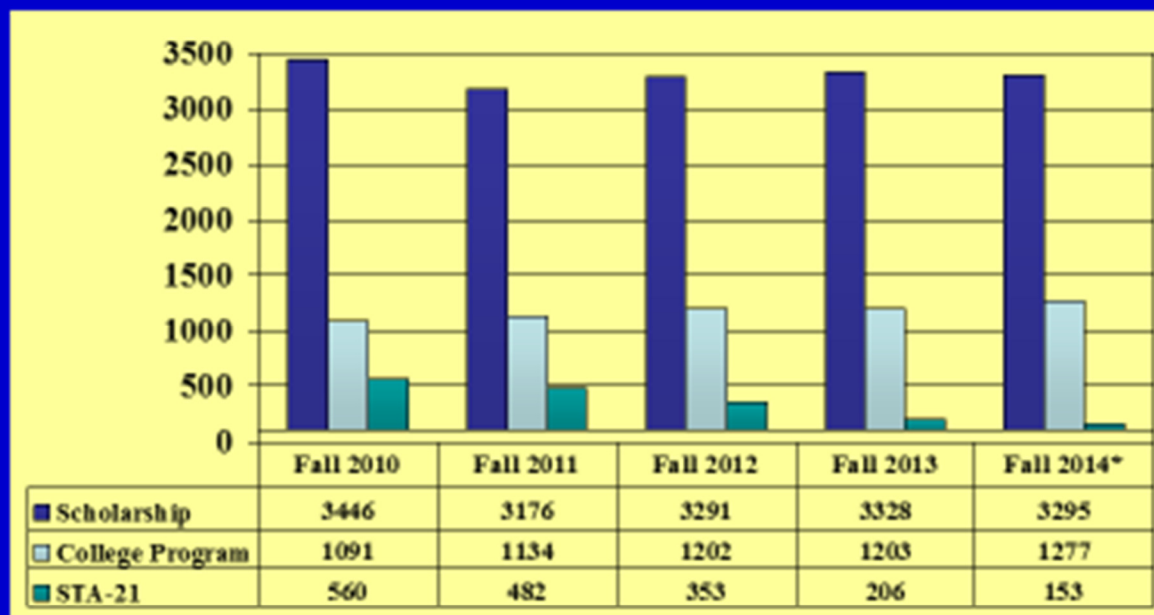
(Includes Navy and Marines)



■ Scholarship	1153	1402	1599	1295	1251	1201	1071	973
■ College Program	695	693	869	1022	862	960	1009	905

*Fall 2014 data as of 01 OCT

Navy Begin Year Enrollments (All Classes)



STA-21 – Seaman-to-Admiral 21 Program

*Fall 2014 data as of 01 Oct

APPENDIX F

New Member Brief List of Acronyms

Naval Reserve Officers Training Corps (NROTC) Program

- Established to educate and train qualified young men and women for service as commissioned officers in the unrestricted line Navy or Marine Corps.
- Largest single source of Navy and Marine Corps officers.
- 59 units/consortia located nationwide hosted by 71 civilian colleges and universities.
- Founded in 1926 at 6 civilian schools: University of California at Berkeley, Georgia Institute of Technology, Northwestern University, University of Washington, and Harvard and Yale Universities. (Currently hosted by 4 of the 6 with Harvard being a cross-enrolled school.)
- The Marine Corps entered the NROTC Program in 1932.
- In 1968, Prairie View A&M became the first Historically Black College (HBC) to host the program.
- In 1972, the Secretary of the Navy authorized 16 women to enroll in the program and attend school at one of four colleges. Women may now participate in the program while attending any NROTC affiliated college or university.
- In 1990, the NROTC Scholarship Program was expanded to include applicants pursuing a four-year degree in Nursing, leading to a commission in the Navy Nurse Corps.

NROTC Units

- Hosted by civilian colleges; established by Secretary of the Navy.
- Unit mission is to prepare men and women for commissioning.
- NROTC Unit has a commanding officer (usually a Navy Captain or Marine Corps Colonel), an executive officer (usually a Navy Commander or Marine Corps Lieutenant Colonel), minimum of two Navy instructors (lieutenants), most have a Marine Officer Instructor (major or captain), one Marine Corps enlisted staffer (gunnery sergeant), and two to three civilian federal employees.
- Staff members reflect the communities that midshipmen can enter upon graduation/commissioning (aviation, surface warfare, submarines, others).
- Staff members usually serve 2-3 years.
- NROTC duty usually involves at least one summer supporting summer training in a location other than the NROTC unit.
- Units receive funds from the Navy and from the civilian university.

NROTC Program

- Three options: Navy, Marine Corps, and Nurse Corps.
- About 4200 students on scholarship and 1200 in the non-scholarship (college program).
- Scholarship Program is available to qualified students who graduate from high school before August 1 of the year they intend to start college.
 - ❑ Scholarships are awarded through a highly competitive national selection process.
 - ❑ Scholarship recipients receive full tuition and fees, book stipend, \$250+ a month stipend, and uniforms.

- ❑ Must make their own arrangement for college enrollment and room and board, and take the normal course load required by the college or university for degree completion.
- ❑ Additionally, scholarship midshipmen are required to follow specific academic guidelines.
- ❑ They complete three summer cruises (one to learn about the Navy and Marine Corps communities, one as a junior enlisted person and one as a junior officer).
- ❑ Commissioned service involves a minimum number of years of active duty (4) and reserve duty (4), but many go on to be career officers.
- College Program students receive fewer benefits, but are still commissioned into the same communities.
 - ❑ Students apply directly to the unit for enrollment. PNS has authority to enroll college program midshipmen.
 - ❑ Benefits are uniforms and \$350+ a month stipend during the last two years of study.
 - ❑ Commissioned service involves a minimum number of years of active duty (3) and reserve duty (3), but many go on to be career officers.
- Although NROTC is called the “Naval RESERVE...” program, students are not drilling reservists. They are on an inactive reserve contract while in NROTC, but all officers receive regular commissions.

List of Acronyms

Acronym	Name	Definition
AOCS	Aviation Officer Candidate School	<i>Commissioning program for college graduates that desire to become aviators. Program no longer active.</i>
ASW	Anti-Submarine Warfare	<i>Ships and planes that search for submarines</i>
BOOST	Broadened Opportunity for Officer Selection and Training	<i>Program that prepares active duty for success in the NROTC Program.</i>
BULLDOG		<i>Introduction to Marine Officer Basic School, First Class summer cruise for Marine option midshipmen.</i>
BUMED	Bureau of Medicine	<i>Office in DC responsible for establishing all medical policy and guidance for the Navy.</i>
BUPERS	Bureau of Personnel	<i>Office in DC responsible for <u>establishing</u> all policy and guidance for Naval personnel.</i>
CAPT	Captain	<i>In the Navy, CAPT is a senior officer, grade O-6. In all other services, CAPT is a junior officer, grade O-3.</i>
CD	Citizenship Development	<i>Division within NSTC that oversees NJROTC</i>
CDR	Commander	<i>Naval officer, grade O-5.</i>
CMC	Commandant of the Marine Corps	<i>Headquarters for Marine Corps</i>
CHNAVPERS	Chief of Naval Personnel	<i>Office in Millington, Tennessee responsible for <u>implementing</u> all naval policy and guidance for Naval personnel.</i>
CNO	Chief of Naval Operations	<i>4-star, Admiral Gary Roughead office located in Washington, DC.</i>
CNRC	Commander Navy Recruiting Command	<i>Organization responsible for the recruiting of officer and enlisted personnel into the Navy.</i>
COL	Colonel	<i>Senior Marine, Army or Air Force Officer, Grade O-6</i>
CORTRAMID	Career Orientation and Training for Midshipmen	<i>Third class summer training conducted between freshman and sophomore academic years for all scholarship students.</i>
CP	College Program	<i>Students enrolled in NROTC units who are not on scholarship.</i>
DCO	Direct Commissioning Officer	<i>Commission program for reserve personnel without previous military service.</i>
DODMERB	Department of Defense Medical Examination Review Board	<i>Office in Colorado Springs, Colorado, responsible for all medical examination review boards.</i>
DON	Department of the Navy	<i>One of the military departments under the Department of Defense</i>
DTS	Defense Travel System	<i>New automated travel system for military and civilian personnel</i>
ECP	Enlisted Commissioning Program	<i>Commissioning program for Navy Sailors with at least two years of college. Program no longer active</i>
ENS	Ensign	<i>Naval officer, grade O1</i>
EO		<i>Equal Opportunity</i>

Acronym	Name	Definition
FOREX	Foreign Exchange Training of Midshipman Program	<i>Program for 1/C NROTC midn and their foreign counterparts which promotes exchange of professional, cultural, and social experiences between the navies.</i>
HBCU	Historically Black Colleges and Universities	<i>Institutions described in Amendments to Title III, 301 of P.L. 96-374, Higher Education Act of 1965, amended in Dec 1993.</i>
HRO	Human Resources Office	<i>Office that takes care of civilian personnel issues.</i>
HSI	Hispanic Serving Institutions	<i>College institutions that have at least 25% Hispanic students.</i>
IAW		<i>In accordance with</i>
ICO		<i>In case of</i>
LT	Lieutenant	<i>Naval officer, grade 03; Marine, Army, Air Force officer (01 & 02)</i>
LTJG	Lieutenant Junior Grade	<i>Naval officer, grade 02</i>
MECEP	Marine Enlisted Commissioning Education Program	<i>Commissioning program for enlisted Marines.</i>
MI	Minority Institutions	<i>College institutions that have at least 50% minority students.</i>
MIDN	Midshipmen	<i>Students enrolled in NROTC units or USNA. Ranges from 4th class midshipman to 1st class midshipman depending on class year.</i>
NAM	Navy Achievement Medal	<i>First level of medals given to military personnel for outstanding achievement.</i>
NAS	Naval Air Station	<i>Air station on Navy base</i>
NAVCOMP	Navy Comptroller	<i>Office responsible for budgetary issues.</i>
NECP	Enlisted Commissioning Program (Nuclear Option)	<i>Commissioning program for enlisted personnel specifically designated for nuclear power program. Program no longer active</i>
NETC	Naval Education and Training Command	<i>Second echelon command that oversees all Navy education and training</i>
NFO	Naval Flight Officer	<i>Aviator responsible for navigation of aircraft.</i>
NITRAS	Navy Integrated Training Automatic System	<i>Navy's database for tracking individual and group training.</i>
NJROTC	Navy Junior Reserve Officer Training Corps Program	<i>Citizenship program designed for high school students that includes classroom instruction and other training.</i>
NLT		<i>Not later than</i>
NMCI	Navy Marine Corps Intranet	<i>WAN system specifically for Navy and Marine Corps communications.</i>
NROTC	Naval Reserve Officers Training Corps Program	<i>Program designed to educate and train qualified young men and women for service as commissioned officers.</i>
NSI	Naval Science Institute	<i>Program at Newport, Rhode Island, to provide military instruction to future officers.</i>
NSTC	Naval Service Training Command	<i>Third echelon command that oversees Navy accessions (enlisted and officer)</i>

Acronym	Name	Definition
NUKE	Nuclear officers	Officers who have graduated from Nuclear Power School.
NUPOC	Nuclear Power Officer Candidate	A CNRC program geared toward college students who agree to go Nuclear Power School upon commissioning. While in college they receive E6 pay.
OCS	Officer Candidate School	A 13-week commissioning program for college graduates who wish to become officers. Program currently located Newport, RI
OD	Officer Development	Division within NSTC that oversees NROTC and STA-21
OIC		Officer in Charge
OIS	Officer Indoctrination School	Six weeks of training for doctors, dentists, lawyers, etc before they are commissioned into the Navy. Program located in Newport, Rhode Island.
OPMIS	Officer Programs Management Information System	WAN system used to track NROTC student data.
PNS	Professor of Naval Science	Commanding Officer of an NROTC Unit.
POSH		Prevention of Sexual Harassment
PSD	Personnel Support Detachment	Office that takes care of military personnel issues.
RADM	Rear Admiral	Either 1-star or 2-star flag officer, grades O-7 & O-8.
ROD	Regulations for Officer Development	CNSTC Instruction 1533.2 (Series) Manual of policies and procedures to manage NROTC units and midshipmen personnel.
SCH	Scholarship	NROTC midshipmen whose tuition, books and stipend are paid by the Navy.
SECNAV	Secretary of the Navy	The Honorable Gordon R. England, office located in Washington, DC.
STA-21	Seaman to Admiral-21	2001 commissioning program for enlisted personnel. Replaced BOOST, ECP, old Seaman to Admiral program and four year active duty NROTC scholarship program.
TA	Tuition Assistance	A Navy program for active duty personnel going to college during off-duty hours, that pays up to 90% of tuition.
TCU	Tribal Colleges and Universities	College institutions that have at least 50% Native American Indians as students.
VADM	Vice Admiral	3-star flag officer, grade O-9
NUKE	Nuclear officers	Officers who have graduated from Nuclear Power School.
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APPENDIX G

History of the Association

The Association of NROTC Colleges and Universities: An Introduction

The Association of NROTC Colleges and Universities was formed shortly after the end of World War II.

Dr. Frederic L. Hovde, then President of Purdue University, took the lead in forming the Association, whose goal would be “to encourage the exchange of information and opinion between member institutions, and between these institutions and the United States Navy, looking toward the greatest possible success in the operation of the NROTC program.” This remains the goal of the Association to this day.

The first meeting of the Association was held in Chicago on September 28, 1946. A first constitution was approved in 1950.

In the early years of the Association’s history, meetings were held twice a year, but every other year. Beginning in the mid-50s, annual meetings were scheduled. A number of the early meetings were held in Chicago, presumably because of its central location. By the mid-60s, meetings alternated each year between Chicago and a location near a Naval installation (e.g., Annapolis, Monterey, Pensacola). By the 70s, many annual meetings were hosted by member colleges and universities on their campuses.

Following receipt of a report from the Association’s Nominating Committee, a president, vice president, and secretary-treasurer are elected by the membership for two-year terms. The Executive Committee consists of the officers plus the representatives of fourteen institutions, who serve four-year terms. The Executive Committee makes recommendations regarding the work of the Association, including budget, meeting venues, and arrangements with the professional staff which serves the Association. In addition, from time to time, the president convenes an Advisory Committee to meet with representatives of the Navy to discuss important issues that arise between the Association’s annual meetings.

Those attending annual meetings include representatives of member institutions, the Commander, Naval Service Training Command (and/or his or her deputy), senior Navy and Marine officers directly responsible for the NROTC program, and senior civilian staff of Naval Service Training Command (NSTC).

Annual business meetings include discussion of Association affairs (budgets, elections of officers and members of the Executive Committee, venues for future meetings). Though Association representatives are encouraged to submit agenda items, the focus of each meeting has typically been a Situation Report from a member of the NSTC staff. The Situation report – followed (or, often, interrupted) by questions and discussion – presents an overview of the NROTC program (deemed helpful for new representatives) as well as updates on current issues facing or initiatives contemplated by NSTC and/or the Department of the Navy. Upon request, NSTC staff include in the Situation Report discussion of concerns identified by representatives prior to the meeting.

Over the years, the Association has engaged in productive discussion with NSTC over a wide range of issues, including: whether Midshipmen should be permitted to marry; amount provided for scholarship recipients; the level of stipend support provided to Midshipmen; qualifications for appointment of Navy and Marine officers to faculty rank; viability formulae (to determine whether units should be continued); free choice of majors vs. requirement that some Midshipmen pursue technical majors; formation of consortia; efforts to increase enrollment of under-represented minorities in the program, as through BOOST; etc.

Much of the most effective work of the Association is accomplished in discussion with NSTC staff – during formal sessions or more informally over meals, during breaks, etc. Traditionally, at the conclusion of each year’s meeting the Association passes a number of resolutions reflecting the Association’s perspective on various issues relating to the NROTC program.

Dues charged to member institutions support the work of the Association. The current dues are \$200 per institution. Since 1992, the Association has contracted with the Conference and Events Office of the University of Rochester to provide the Association such administrative support as collection of dues, meeting planning, and distribution of registration and other materials to representatives.

Typically, no later than the January following the meeting, Minutes of the annual meeting are distributed to Association representatives.

APPENDIX H

**Constitution
Officers of the Association
Executive Committee Listing
Meeting Site History
Those Who Served**

CONSTITUTION

Association of NROTC Colleges and Universities

As amended
November 6, 1975

As amended
October 16, 1988

As amended
November 4, 1990

ARTICLE I.

The name of this Association is the "ASSOCIATION OF NAVAL ROTC COLLEGES AND UNIVERSITIES" herein after referred to as "the Association."

ARTICLE II.

The purpose for which (the Association) is formed is to encourage the exchange of information and opinion between member institutions and the United States Navy, looking toward the greatest possible success in the operation of the NROTC program. No member institution, however, shall be bound as regards its own NROTC program by any vote or action of this Association. The Association is organized exclusively for charitable, educational, and/or scientific purposes.

ARTICLE III.

Section 1.

An institution of higher learning having an NROTC unit and situated within the territorial limits of the United States shall be eligible for membership in the Association. Membership shall be granted automatically upon the filing of an official request for membership by such an institution with the Secretary-Treasurer of the Association. In the event that such an institution is a component unit in a centralized University System within which other component units host the NROTC, each such component unit, or units, shall, upon admission to membership in the Association, be designated as member institutions individually subject to assessment as provided for in Article VI of this Constitution and qualified to cast one vote in accordance with Article VIII of this Constitution.

Section 2.

The Association shall not discriminate against any institution or appointed representative on the basis of race, color, gender, and national or ethnic origin.

ARTICLE IV.

Section 1.

The officers of the Association shall be a President, a Vice President, and a Secretary-Treasurer. Officers shall serve for two years or until their successors are duly elected at the next regular meeting of the Association. Officers may succeed themselves, if duly elected.

Section 2.

Should a vacancy occur in any elective office during the period between regular meetings of the Association at which elections are scheduled to be held, the President, or if he is incapacitated, the Executive Committee may appoint a member of the Association to serve in the vacant office until a successor is elected by the membership at the next regular meeting of the Association at which elections are scheduled to be held.

ARTICLE V.

Section 1.

There shall be an Executive Committee of the Association, which shall consist of the President, Vice President, Secretary-Treasurer, and representatives of fourteen (14) member institutions as designated by the membership in election. The said fourteen representatives of member institutions on the Executive Committee shall each serve four (4) years, or until their successors are duly elected. Following the reorganization of 1968, seven (7) members shall be elected at each regular election of the Association for terms as indicated.

The Executive Committee is authorized at its discretion to invite the Secretary of the Navy and/or the Chief of Naval Education and Training to designate an individual from their respective staffs to attend meetings of the Executive Committee as liaison members with vote.

Section 2.

Between meetings of this Association, all business shall be transacted by the Executive Committee. When neither the Executive Committee nor the Association is in meeting, the designated officers shall transact all business.

Section 3.

The President shall appoint at a regular meeting of the Association preceding the year in which vacancies will occur in elective offices a Committee of three (3) members of the Association to serve as a Nominating Committee. It shall be the duty of this Committee to prepare a slate of candidates for all elective offices or positions becoming vacant and to submit it to the next regular meeting of the Association at which the election to fill such offices is scheduled to be held in accordance with Article V, Section 1 of this constitution. The Committee shall circulate to the membership of the Association its proposed slate of candidates fourteen (14) days prior to the regular meeting at which the election is to take place. Individual members of the Association are invited to submit suggested nominees to the Chairman of the Nominating Committee for Committee consideration but, to be considered such suggestions must reach the Committee Chairman not later than two (2) months prior to the regular meeting at which the Committee slate will be presented and the election held. Following the presentation of the Committee's slate at the appropriate regular meeting, nomination may be made from the floor by any member or members in good standing.

ARTICLE VI.

Section 1.

Regular meetings of the Association shall be held annually at a time and place to be designated by the Executive Committee.

Section 2.

Special meetings of the Association or of the Executive Committee may be held any time upon call of the President or of six (6) members of the Executive Committee.

Section 3.

Arrangements for all meetings shall be made by the Officers with the authorization of the Executive Committee.

Section 4.

The President may appoint an Advisory Committee to assist him in discussions with the Navy between annual meetings of the Association. The President shall report to the Association the results of any such discussions. This Committee shall in no way limit the functions of the Executive Committee as provided in Article V, Section 1.

ARTICLE VII.

Section 1.

Annual assessments to meet the cost of operation by the Association shall be levied on the member institutions on the recommendation of the Executive Committee and shall become effective upon approval of the membership at each regular meeting.

Section 2.

No part of the net earnings of the Association shall inure to the benefit of, or be distributed to its members, officers, or other private persons except that the Association shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article II. No substantial part of the activities of the Association shall be the carrying on of propaganda or otherwise attempting to influence legislation, and the Association shall not participate in any political campaign on behalf of any candidate for public office.

Section 3.

Upon dissolution of the Association, assets shall be distributed in equal amounts to the general or scholarship fund of member colleges and universities.

ARTICLE VIII.

Section 1.

Each unit of each member institution represented at any meeting shall be entitled to one (1) vote on each matter which may come before the meeting for action.

ARTICLE IX.

Section 1.

This Constitution may be amended at any regular meeting of the Association by a two-thirds (2/3) vote of those present, provided that a simple majority of the member units is in attendance and provided further that the proposed amendment(s) must be circulated to the institutional representatives by the Secretary-Treasurer at least fourteen (14) days prior to the date of the regular meeting.

Signed:

_____	President
_____	Vice President
_____	Secretary-Treasurer
_____	Approval Date

* In September, 1962, Mrs. Dorothy Bolder became the Executive Assistant to the President of the Association. The title was changed to Assistant Secretary-Treasurer in 1976. She retired in 1992 after 30 years of service to the Association.

1968-1970	President: Donald R. Mallett, Purdue University Vice President: William Wright, Vanderbilt University Secretary-Treasurer: John R. Little, University of Colorado (1/1/70) Dayton Pickett, University of Illinois
1970-1972	President: Raymond C. Bice, University of Virginia Vice President: Chalmer Roy, Iowa State University Secretary-Treasurer: H. Floyd Vallery, Auburn University
1972-1974	President: Chalmer Roy, Iowa State University Vice President: John Bonner, Ohio State University Secretary-Treasurer: H. Floyd Vallery, Auburn University
1974-1976	President: Chalmer Roy, Iowa State University Vice President: John Bonner, Ohio State University Secretary-Treasurer: H. Floyd Vallery, Auburn University
1976-1978	President: Robert Etheridge, Miami University Vice President: Norman Fertig, University of Southern California Secretary-Treasurer: H. Floyd Vallery, Auburn University
1978-1980	President: Robert Etheridge, Miami University Vice President: Norman Fertig, University of Southern California Secretary-Treasurer: Richard Poppele, University of Minnesota
1980-1982	President: Robert Etheridge, Miami University Vice President: Norman Fertig, University of Southern California Secretary-Treasurer: Richard Poppele, University of Minnesota
1982-1984	President: Pelham Wilder, Duke University Vice President: Rev. Richard McGarrity, Marquette University Secretary-Treasurer: Gene Hemp, University of Florida
1984-1986	President: Pelham Wilder, Duke University Vice President: Rev. Richard McGarrity, Marquette University Secretary-Treasurer: Gene Hemp, University of Florida
1986-1988	President: Pelham Wilder, Duke University Vice President: Rev. Richard McGarrity, Marquette University Secretary-Treasurer: Gene Hemp, University of Florida
1988-1990	President: Gene Hemp, University of Florida Vice President: Marvin Baker, University of Oklahoma Secretary-Treasurer: John Margolis, Northwestern

1990-1992 President: Gene Hemp, University of Florida
Vice President: Marvin Baker, University of Oklahoma
Secretary-Treasurer: John Margolis, Northwestern

1992-1994 President: Gene Hemp, University of Florida
Vice President: Ruth Freeman, University of Rochester
Secretary-Treasurer: John Margolis, Northwestern

1994-1996 President: Marvin Baker, University of Oklahoma
Vice President: Miriam Orzech, Oregon State University
Secretary-Treasurer: John Margolis, Northwestern

1996-1998 President: John Margolis, Northwestern University
Vice President: Michael Dean, University of Mississippi
Secretary-Treasurer: J.D. Beatty, Iowa State University

1998-2000 President: John Margolis, Northwestern University
Vice President: Michael Dean, University of Mississippi
Secretary-Treasurer: J.D. Beatty, Iowa State University

2000-2002 President: John Margolis, Northwestern University
Vice President: Gordon Stewart, University of Virginia
Secretary-Treasurer: Janet Weiss Sorrels, The Ohio State University

2002-2004 President: Gordon Stewart, University of Virginia
Vice President: Janet Sorrels, Ohio State University
Secretary-Treasurer: Verian Thomas, Florida A&M University

2004-2006 President: Janet Sorrels, The Ohio State University
Vice President: Richard Southby, The George Washington University
Secretary-Treasurer: Verian Thomas, Florida A&M University

2006-2008 President: Richard F. Southby, The George Washington University
Vice President: Regina T. Nordahl, University of Southern California
Secretary-Treasurer: Susan Sitton, Illinois Institute of Technology

2008-2010 President: Richard F. Southby, The George Washington University
Vice President: Regina T. Nordahl, University of Southern California
Secretary-Treasurer: Susan Sitton, Illinois Institute of Technology

2010-2012 President: Regina T. Nordahl, University of Southern California
Vice President: John W. Powell, Jr., The Citadel
Secretary-Treasurer: Danny R. Kelley, Prairie View A&M University

2012-2014 President: Regina T. Nordahl, University of Southern California
Vice President: John W. Powell, Jr., The Citadel
Secretary-Treasurer: Danny R. Kelley, Prairie View A&M University

2015-2016 President: Regina T. Nordahl, University of Southern California
Vice President: Martin W. Walker, University of Missouri
Secretary-Treasurer: Colonel Woodson A. Sadler, Jr. Virginia Military Institute

EXECUTIVE COMMITTEE
ASSOCIATION OF NROTC
COLLEGES AND UNIVERSITIES

1946-1948	UCLA, Cornell, Harvard, Kansas, Miami, Northwestern, South Carolina, Stanford, Tulane and Villanova
1948-1950	California-Berkeley, Harvard, Illinois Institute of Technology, Kansas, Miami, Princeton, Purdue, Tulane, Villanova and Virginia
1950-1951	Columbia, Illinois Institute of Technology, North Carolina, Notre Dame, Pennsylvania, Princeton, Purdue, Southern California, Virginia and Wisconsin
1951-1953	California-Berkeley, Colorado, Columbia, Georgia Institute of Technology, Idaho, Michigan, Missouri, North Carolina, Notre Dame, Pennsylvania, Southern California and Yale
1953-1955	California-Berkeley, Colorado, Georgia Tech., Michigan, Missouri, Princeton, Rensselaer Polytechnic Institute, Vanderbilt and Wisconsin
1955-1958	Duke, Ohio State, Oregon State, Princeton, Rensselaer, Rochester, Texas, Utah, Vanderbilt and Wisconsin
1958-1960	Dartmouth, Duke, Marquette, Minnesota, Ohio State, Oregon State, Stanford, Texas, Tufts and Utah
1960-1962	Dartmouth, Holy Cross, Illinois, Marquette, Minnesota, New Mexico, Rice, Stanford, Tufts and Washington
1962-1964	Colorado, Duke, Georgia Tech., Holy Cross, Illinois, Iowa State, New Mexico, Notre Dame, Purdue, Rice, Stanford, Texas, Vanderbilt, Washington, Wisconsin and Yale (Constitution amended)
1964-1968	California-Berkeley, Duke, Harvard, Marquette, Miami, Minnesota, Oregon State and Tufts
1966-1970	Michigan, Pennsylvania, Rensselaer, Southern California, Texas, Tulane and Utah
1968-1972	Auburn, Brown, Louisville, Mississippi, Missouri, Notre Dame and Pennsylvania State
1970-1972	South Carolina, Brown, Louisville, Mississippi, Missouri, Notre Dame and Pennsylvania State
1970-1974	New Mexico, Idaho, Villanova, Nebraska, Kansas, Northwestern and Rochester
1972-1974	Purdue, New Mexico, Idaho, Villanova, Nebraska, Kansas, Northwestern and Rochester
1974-1976	Tulane, Southern California, Rensselaer, Miami, Purdue, The Citadel and Virginia (New constitution in effect)
1976-1978	California-Berkeley, Cornell, Massachusetts Institute of Technology, Nebraska, Holy Cross, North Carolina and Oregon State

Now elected for a four-year term

1976-1980	Colorado, Michigan, Rochester, Texas, Iowa State, Prairie View, Florida A&M (two years) and Notre Dame (two years)
1978-1982	California-Berkeley, Pennsylvania, Duke, New Mexico, Marquette, Missouri and Virginia
1980-1984	The Citadel, University of Florida, MIT, Oklahoma, Utah and Nebraska
1982-1986	Miami, Florida A&M, Holy Cross, Michigan, Texas A&M, State University of New York Maritime and Mississippi
1984-1988	Notre Dame, Arizona, Georgia Institute of Technology, Texas, Illinois Institute of Technology, San Diego University Consortium and Cornell
1986-1990	Virginia, Missouri, California-Berkeley, Auburn, Boston, Ohio State and Utah
1988-1992	Hampton Roads Consortium, Holy Cross, Illinois, Miami, Duke, Southern California and Texas Tech
1990-1994	Rice, Oregon State, Tulane, Rensselaer Polytechnic, Memphis State, Jacksonville and George Washington
1992-1996	Carnegie-Mellon, Colorado, Marquette, Virginia, California- Berkeley, Iowa State and Prairie View A&M
1994-1998	The Citadel, Cornell University, Duke University, The George Washington University, The University of Nebraska-Lincoln, The University of New Mexico and Norwich University
1996-2000	Illinois Institute of Technology, Maine Maritime Academy, The University of North Carolina, The University of Idaho, The University of San Diego Consortium, Savannah State University and Texas A&M University
1998-2002	Florida A&M University, Georgia Institute of Technology, University of Michigan, SUNY Maritime, University of Notre Dame, Villanova University and Virginia Military Institute
2000-2004	University of Missouri-Columbia, Purdue University, University of Rochester, Southern University, Vanderbilt University, Virginia Polytechnic Institute and University of Washington
2002-2006	Holy Cross College, Prairie View A&M University, Rice University, Tulane University, Norwich University, University of Florida and University of New Mexico
2004-2008	University of California-Berkeley, The George Washington University, Marquette University, Northwestern University, Savannah State University, Virginia Military Institute and University of Wisconsin
2006-2010	Illinois Institute of Technology, Morehouse College, Duke University, Vanderbilt University, The Citadel, Embry Riddle Aeronautical University and University of Missouri-Columbia
2008-2012	University of Washington, University of Michigan, University of South Carolina, Villanova University, Miami University, University of Minnesota, and Southern University

2010-2014 College of the Holy Cross, Florida A&M University, San Diego State University, The George Washington University, University of Rochester, Virginia Military Institute

2012-2016 Jacksonville University, Marquette University, Massachusetts Institute of Technology, University of Nebraska, Norfolk State University, Purdue University, Vanderbilt University

2014-2018 Miami University of Ohio, University of South Florida, University of North Carolina at Chapel Hill, The Ohio State, Northwestern University, University of California Berkeley, The George Washington University

**MEETING SITES
ASSOCIATION OF NROTC
COLLEGES AND UNIVERSITIES**

1946 (2 meetings)	Chicago, IL
1948 (2 meetings)	Chicago, IL
1950 (2 meetings)	Annapolis, MD, and Washington, DC
1951	Chicago, IL
1953 (special mtg.)	Washington, DC
1954	Washington, DC
1955	Chicago, IL
1956	Washington, DC
1957-1961	No Record
1962	Annapolis, MD, U.S. Naval Academy
1963	Chicago, IL
1964	Monterey, CA
1965	Chicago, IL
1966	Pensacola, FL
1967	Chicago, IL
1968	New Orleans, LA, hosted by Tulane University
1969	Chicago, IL
1970	Monterey, CA, hosted by postgraduate school
1971	Washington, DC, hosted by BuPers
1972	Pensacola, FL
1973	Columbus, OH, hosted by Ohio State University
1974	Houston, TX, hosted by Rice University
1975	Salt Lake City, UT, hosted by University of Utah
1976	Charleston, SC, hosted by The Citadel
1977	Los Angeles, CA, hosted by University of Southern California
1978	Austin, TX, hosted by the University of Texas
1979	Annapolis, MD, hosted by U.S. Naval Academy
1980	Jacksonville, FL, hosted by Jacksonville University
1981	Ann Arbor, MI, hosted by University of Michigan
1982	Durham & Chapel Hill, NC, hosted by Duke University and University of North Carolina
1983	Moscow, ID, hosted by the University of Idaho
1984	South Bend, IN, hosted by the University of Notre Dame

1985 St. Louis, MO
1986 Norfolk, VA, hosted by the Hampton Roads Consortium
1987 Lake Buena Vista, FL
1988 San Diego, CA, hosted by the San Diego Consortium
1989 Albuquerque, NM
1990 Washington, DC, hosted by The George Washington University
1991 Indianapolis, IN
1992 Burlington, VT, hosted by Norwich University
1993 Seattle, WA
1994 New Orleans, LA
1995 San Diego, CA
1996 Jacksonville, FL, hosted by Jacksonville University
1997 Norfolk, VA, hosted by the Hampton Roads Consortium
1998 Dallas, TX
1999 Pensacola, FL
2000 Ann Arbor, MI, hosted by University of Michigan
2001 San Diego, CA, hosted by University of San Diego
2002 Providence, RI
2003 Arlington, VA, hosted by The George Washington University
2004 Seattle, WA, hosted by University of Washington
2005 Milwaukee, WI, hosted by Marquette University
2006 Los Angeles, CA, hosted by University of Southern California
2007 Lafayette, CA, hosted by University of California – Berkeley
2008 Daytona Beach, FL, hosted by Embry-Riddle Aeronautical University
2009 Columbia, SC, hosted by the University of South Carolina
2010 Lexington, VA, hosted by Virginia Military Institute
2011 Boston, MA, hosted by the Massachusetts Institute of Technology
2012 Tampa, FL, hosted by the University of South Florida
2013 Norfolk, VA hosted by Norfolk State University
2014 Columbia, MO hosted by University of Missouri
2015 Jacksonville, FL hosted by Jacksonville University

THOSE WHO SERVED

Secretary of the Navy

James V. Forrestal	1944
John L. Sullivan	1947
Francis P. Matthews	1949
Dan A. Kimball	1951
Robert B. Anderson	1953
Charles S. Thomas	1954
Thomas S. Gates, Jr.	1957
William B. Franke	1958
John B. Connally, Jr.	1958
Fred Korth	1961
Paul H. Nitze	1963
Paul R. Ignatius	1967
John H. Chafee	1969
J. William Middendorf, II	1974
W. Graham Clayton	1977
Edward Hidalgo	1979
John H. Lehman, Jr.	1981
James H. Webb, Jr.	1987
William L. Ball, III	1988
H. Lawrence Garrett, III	1989
Sean O'Keefe (Acting)	1992
John H. Dalton	1993
Richard Danzig	1998
Robert B. Pirie (Acting)	2001
Gordon R. England	2001
Donald C. Winter	2006
Ray Mabus	2009

Chief of Naval Operations

Fleet Admiral Chester W. Nimitz	1945
Admiral Louis E. Denfeld	1947
Admiral Forrest P. Sherman	1949
Admiral William M. Fechteler	1951
Admiral Robert B. Carney	1953
Admiral Arleigh A. Burke	1955
Admiral George W. Anderson, Jr.	1961
Admiral David L. McDonald	1963
Admiral Thomas H. Moorer	1967
Admiral E.R. Zumwalt, Jr.	1970
Admiral James L. Holloway, III	1974
Admiral Thomas B. Hayward	1978
Admiral James D. Watkins	1982
Admiral Carlisle A. H. Trost	1986
Admiral Frank B. Kelso, II	1990
Admiral Mike Boorda	1994
Admiral Jay L. Johnson	1996
Admiral Vern Clark	2000
Admiral Michael Mullen	2005
Admiral Gary Roughead	2007
Admiral Jonathan W. Greenert	2011

Naval Education and Training Command

Vice Admiral Malcolm Cagle	1971
Vice Admiral James Wilson	1974
Rear Admiral Paul Gibbons	1978
Rear Admiral Ken Sugart	1980
Vice Admiral James Sagerholm	1983
Vice Admiral Nils Ronald Thunman	1985
Vice Admiral John S. Disher	1988
Vice Admiral John H. Fetterman, Jr.	1991
Vice Admiral Robert K.U. Kihune	1992
Vice Admiral Timothy W. Wright	1994
Vice Admiral Patricia A. Tracey	1996
Vice Admiral John W. Craine Jr.	1998
Vice Admiral Alfred G. Harms	2001
Vice Admiral J. Kevin Moran	2004
Rear Admiral Gary R. Jones	2007
Rear Admiral Joseph F. Kilkenny	2009
Rear Admiral Donald P. Quinn	2012

Commandant, U.S. Marine Corps.

General Alexander A. Vandegrift	1944
General Clifton B. Cates	1948
General Lemuel C. Shepherd	1952
General Randolph McC. Pate	1956
General David M. Shoup	1960
General Wallace M. Greene, Jr.	1964
General Leonard F. Chapman, Jr.	1968
General Robert E. Cushman, Jr.	1972
General Louis H. Wilson, Jr.	1975
General Robert H. Barrow	1979
General Paul X. Kelley	1983
General Alfred M. Gray	1987
General Carl E. Mundy, Jr.	1991
General Charles C. Krulak	1995
General James L. Jones	1999
General Michael W. Hagee	2003
General James T. Conway	2006
General James F. Amos	2010

Naval Service Training Command

Rear Admiral AnnE. Rondeau	2003
Rear Admiral Gary R. Jones	2004
Rear Admiral Arnold O. Lotring	2006
Rear Admiral Clifford S. Sharpe	2008
Rear Admiral David F. Steindl	2010
Rear Admiral Dee L. Mewbourne	2012

NROTC Program Directors

Captain Patrick Cunningham	1973
Captain David Barksdale	1973
Captain Mo Muncie	1974
Captain Alan Jansen	1975
Captain John Lund	1977
Captain Richard Ferrarini	1980
Captain Hawkins G. Miller	1980
Captain William G. Coulter	1983
Captain Paul H. Molenda	1985
Rear Admiral Jimmie Taylor	1986
Captain Frank Julian	1987
Captain J. Michael Miller	1989
Captain John S. Boyd	1990
Captain Douglas Bradt	1993
Captain Richard Potter	1994
Captain David L. Peck	1995
Captain Richard J. Parish	1998
Captain Richard E. Davis	2001
Dr. Jill Stein	2001
CAPT Keith Hoskins	2012
CAPT Gregory McWherter	2013