

MINUTES

ASSOCIATION OF NROTC COLLEGES AND UNIVERSITIES



ANNUAL MEETING AND EXECUTIVE COMMITTEE MEETING

JACKSONVILLE, FL
HYATT REGENCY JACKSONVILLE-RIVERFRONT AND
JACKSONVILLE UNIVERSITY

OCTOBER 15-17, 2015

MINUTES

Association of NROTC Colleges and Universities
OCTOBER 15-17, 2015
Jacksonville, Florida

Business Meeting
OCTOBER 17, 2015

Attendees: Dean Douglas Hazzard, Ron Brauegtigam, Mike Thomas, Tom Teper, Paul Pugh, Ted Pickerill, Jon Coleman, Marjorie McIntyre, Mark Gough, Jesse Nelson, Captain Rich Wood, Julius Scipio, Dale Kaser, Bill Kehoe, Fr Earle Markey, Regina Nordahl, Danny Kelley, Jeanne Stevenson, Woody Sadler, John Sarao, Andy Van Shaack, Richard Southby, Bill Grams, Terry Stentz, Mike Carrell, Mat Sutton, Kathryn Scott, Michael McGinnis

1. Regina Nordahl (University of Southern California), President of the Association, called the Business meeting to order at 8:30 a.m. on Saturday, October 17, 2015. She offers her gratitude to Dean Hazzard and Jacksonville University for hosting this year's meeting.
2. Association members, alternates and Navy guests introduced themselves.
3. Announcements:
 - A) Marty Walker has resigned from the organization. Volunteers for the interim Vice President position have been asked to step forward in the afternoon.
 - B) Dr. Jill Stein has stepped down from her position with the Navy.
 - C) Denise Soudan and her supervisor have left, so there have been major changes in the organization at the University of Rochester. New organization structure has been in place since March. The physical location has also changed so there are changes with regards to physical records and paperwork.
 - D) Due to the organizational change, historical records are now going to be duplicated between University of Rochester and Navy sets to prevent being lost. Records will now exist in three locations: Association President, Association Administrator, and the Navy.
 - E) Roger Smith (University of Rochester, Senior Financial Officer) will be in charge of making sure we are on track with tax returns and will be able to sign on behalf of the Association. Elizabeth Lulla (University of Rochester) is the new director of Event and Classroom Management and has been able to help the Association get banking information straightened out.
 - F) Locations for the next three meetings have been selected. 2016 will be held at George Washington University. An exact set of dates is still to be determined but typically occurs in mid-October.
4. Immediate goals for the next year:
 - A) All taxes returned to IRS
 - B) Records will be saved in three places (Association President, Association Administrator and the Navy.)
5. Discussion of duplicating records. Best practices are to print the spiral bound notebook and have an additional electronic copy saved so that a physical copy of contact information, constitution, and attendee information are available. Notices to the association will generally be sent electronically, however for due diligence the records will need to be sent in hard copy form.
6. Discussion of University of Rochester's new registration and annual dues system. It appears to work well and no one has comments for improvement.
7. Regina Nordahl gave an overview of the treasurer's report: all bank accounts have been updated. A detailed report will soon be available for submission. There is currently \$11,931 in the account, with \$10,000 collected in dues and registration. Costs for the meeting come around \$8,000 - \$10,000 for the university. A detailed budget and expenses report will be available by year end.

In relation to the Treasurer's Report there has been a slight decline in attendance of annual meeting. Regina Nordahl and the Executive Committee have volunteered to reach out to other regional school. CAPT Richard Wood suggested more active PNS engagement to announce the annual meeting. Call for more up-to-date information to be obtained from the representatives so that an updated brochure can be made.

8. Regina Nordahl solicited campus issues for discussion in the afternoon session. The following were put forward for discussion.
 - A) Corporate poaching of seniors and willingness to reimburse Navy for cost of education for the student.
 - B) Forced protection on campus.
 - C) Online classes, in particular calculus and physics.
 - D) Military affairs and returning veterans.
 - E) Military majors and minors and obtaining credit for ROTC classes.
 - F) Discussion of possible upcoming conference proposed by Major General Bob Brown, Brigadier General Kemp (first provost of Army University).
 - G) Budget cuts and changes to scholarships.

Break Begins at 10:42 AM

Resumes at 11:00 AM

9. CAPT. Richard Wood was introduced. He discussed awarding scholarships to applicants and the problems that arise for having to medically qualify. Scholarship statistics and diversity are compared to USMC applicants. Discussion of other scholarship opportunities available for HBCUs and HSIs from the Navy that are directly funded and approved by Congress. There are 712 projected scholarships for the Navy and 263 for the Marines for incoming freshman in 2016. Representatives are encouraged to advocate for Learning Living Community (LLCs) for freshman NROTC. Review of attrition by class, program challenges, and campus issues.

Break 12:00 PM

Resumes at 1:30 PM

CAPT Richard Wood resumes topics on program challenges including corporate raiding, academics and mandatory tutoring, maintaining a robust college program, GPA minimums.

CAPT Richard Wood closes with a review of campus issues including distance learning, ROTC education for faculty, ROTC instructor discount, LLCs and academic performance.

10. Campus Issues Forum:

- A) CORPORATION POACHING- Top students are "poached" from program by corporations. High status companies usually go for top-performing students, primarily well-rounded engineering students. There is a new policy of PNS recommending active enlisted service instead of paying back student loans. Active enlisted students are signed when they sign commissioning paperwork. Working to shift DOR to focus on freshman – junior years.
- B) FORCED PROTECTION - Discussion of PNS involvement with local FBI for local threats. There should be good communication between forced protection officer and local police chief about protection methods. PNS should have no need to carry side arms. Two people are now required to close buildings. Major issue is access control: swipe access by ROTC students, mass warning systems, university invested building of barracks, etc.
- C) ONLINE CALCULUS COURSES FOR ROTC/ TRANSFER CREDITS- While some university creditors (such as Ohio State University) have accepted online calculus classes, ROTC has mandatory in-person classes. However, students who have taken the course once online are lowest-priority in registering for in-person classes and have issues actually getting in. The Navy is not convinced that the

quality of online learning is equal to that of the classroom which is why this has become a mandatory requirement for ROTC students. The Navy (in particular Nuclear Reactors) needs to have facts on paper regarding credit transfers and online classes in order for it to be considered.

Break at 3:00 PM

Resumes at 3:15 PM

- D) RESIDENTIAL HALLS/LLCS FOR NROTC- Some universities want ROTC students to integrate with other students, but others have found that it was easiest for ROTC students to live together with other ROTC students who have similar schedules. William Kehoe suggested a military residential college; Lt. Brophy mentioned concerns about the difficulties of bridging the civil-military divide. Mixing ROTC students with other university students appears to have a positive effect on the campus community.
- E) MILITARY MAJORS AND MINORS- 11 schools in the group offer a military major or minor, 12 offer NROTC classes for electives. Challenges are in coming up with a military minor so that credit can be put towards a student's degree / program. Discussion of building the program like a law / business school with focus on being a professor of practice / experience rather than research. Richard Southby asks if anyone has experience with consortias/crosstowns. Mike Carrell suggesting checking with other units of military if they have credits available.
- F) NEW MODEL OF OFFICES OF MILITARY AND VETERAN AFFAIRS presented by Regina Nordahl. University of Southern California will be creating an Office of Military Affairs that includes an Assistant Provost, someone with a PhD, a high-ranking retired officer, and an adviser to the president. Proposed that ROTC will move into this program when it is created. Regina Nordahl and Mike Carrell will be working on a model set and report next year on their findings and how they framed the development.
- G) BETTER PREDICTABILITY FOR LOOKING AT FRESHMAN AND PREDICTING SUCCESS - Regina Nordahl asks the group about any ideas or tools used to collect data on retention. CDR Mark Gough discusses using different instruments of air force / army use to look at freshman retention and predict success. Mentions that essay prompts may be a good indicator as well but there needs to be more data. There is usually a 4-5 year process on the cause and effect on changes.
- H) RESILIANCY- Terry Stentz offers to look at resiliency, in particular a psychological capital model. He will report back next year on his findings.

11. William Kehoe nominates Richard Southby to the interim VIP position. Matt Sutton seconds vote. All in favor.

Meeting is adjourned at 4:00 PM

Respectfully submitted by:

Regina Nordahl
President

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 - Current Budget (2015)**
 - Proposed Budget (2016)**

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

- E. FY15 Program Situation Room Presentation**

- F. CNSTC Brief 2015**

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

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APPENDIX A

Schedule of Events
Meeting Agenda
Navy Day Schedule

ASSOCIATION OF NROTC COLLEGES AND UNIVERSITIES

**Annual Meeting
October 15-17, 2015
Jacksonville, Florida**

**Hyatt Regency Jacksonville
Jacksonville University**

Meeting Schedule

Thursday, October 15

4:00 p.m. - 6:00 p.m.	Conference Registration – Hyatt Regency
4:00 p.m. - 4:45 p.m.	Executive Committee Meeting - Hyatt Regency City Terrace 9
4:45 p.m. - 5:15 p.m.	New Member Orientation – Hyatt Regency City Terrace 7
4:30 p.m. - 6:00 p.m.	Travel via water taxi to Welcome Reception**
5:00 p.m. - 7:00 p.m.	Welcome Reception ** – Jacksonville University, River House
6:30 p.m. - 7:30 p.m.	Travel via water taxi to Hyatt Regency

Friday, October 16

7:00 a.m. – 8:00 a.m.	Continental Breakfast** – Hyatt Regency City Terrace 7
8:00 a.m.	Depart hotel for Navy Day activities** – Hyatt Regency Lobby
4:00 p.m.	Return to Hyatt Regency Evening on your own

Saturday, October 17

7:00 a.m. - 8:00 a.m.	Continental Breakfast** - Hyatt Regency City Terrace 7
8:30 a.m.	Business Meeting – Jacksonville University, Davis College of Business, and conference rooms 165, 171, and 174
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 – Jacksonville University, Tillie Fowler Building. (Guests will be shuttled over in golf carts)
1:20 p.m.	Reconvene Meeting
4:00 p.m.	Recess. Shuttle back to hotel
5:45 p.m.	Shuttle from Jacksonville University** – Meet in Hyatt Regency Lobby
6:00 p.m.	Reception** – River Terrace Foyer
6:45 p.m.	Dinner/Speaker** – River Terrace 2

** 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.

2015 AGENDA
Business Meeting
Association of NROTC Colleges and Universities
Saturday, October 17, 2015

Jacksonville University

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

1. Call to order
2. Self-introduction of members and guests
3. Announcements, including discussion of 2016 conference site.
4. Approval of 2014 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 Rich Wood, USN, Director of Officer Development and Mr. Mark Gough, Deputy Director of Officer Development
10. Discussion of issues arising from Situation Report

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

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

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Navy Day Schedule (Friday Oct 16, 2015)

<u>JU NROTC POCs:</u> 7:00 – 8:00am	CAPT Neil Karnes (904) 248-8205; CDR Dave Jasso (360) 840-1740 Breakfast @ Hotel
8:15	Bus departs Hotel, accompanied by CAPT N. Karnes and CDR D. Jasso
8:15 – 9:00am	Transit to Naval Station Mayport, met by Mayport POC: FC2 Hallett/ Ph 904 270-5226 ext 1011
9:15 – 10:10am	Group 1 (approx. 20 people) Tour USS Iwo Jima, Echo Pier, accompanied by CAPT Neil Karnes (POC: MCC Steenstra / Ph 425 220 9064)
9:25 – 10:10am	Group 2 (approx. 20 people) Tour Firefighting Schoolhouse, Bldg 1888, accompanied by CDR Dave Jasso and FC 2 Hallett (POC: Senior Chief Coates (904) 270-5911)
10:15 – 11:15am	Group 2 (approx. 20 people) Tour USS Iwo Jima, Echo Pier, accompanied by CDR Dave Jasso (POC: MCC Steenstra / Ph 425 220 9064)
10:25 – 11:15am	Group 1 (approx. 20 people) Tour Firefighting Schoolhouse, Bldg 1888, accompanied by CAPT Neil Karnes and FC 2 Hallett (POC: Senior Chief Coates (904) 270-5911)
11:20	Bus, with Group 1 onboard, picks up Group 2 at USS Iwo Jima, Pier Echo, and departs for the Oasis Galley
11:30 – 12:30	Lunch at Mayport Galley (POC: FSO / PH 904 270-5373)
12:30 – 1:30pm	Transit to NAS Jacksonville(45 min enroute); arrive Yorktown Gate (Overall Jax POC: Lt Craig Cardinale / PH 904 542-1550)
1:30 – 2:25pm	Tour HSM -74 hangar 1122/SH60R (POC: LTjg Joshua Schmidt/ PH 850 623-7058)
2:25 – 2:30pm	Transit to Water Survival Bldg 614 (5 min enroute)
2:30 – 3:30pm	Tour Water Survival Facility Bldg 614 (POC: PRC Grizzanti, Marc / Ph: 904-542-3700)
3:30 – 4:00pm	Transit to Hotel (20 min enroute)

APPENDIX B

Institution Representative Listing Meeting Attendee Listing

Association of NROTC Colleges and Universities

Representatives

Association Administrator	Lauren Heary Special Projects Manager	University of Rochester 720 Library Road Rochester, NY 14627	Phone: (585) 273-2425 Fax: (585) 275-8531 Email: lauren.heary@rochester.edu
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University of South Carolina	CAPT Scott Cooledge Professor of Naval Science	SWG ENG CTR Rm. 3A01 Columbia, SC 29208	Phone: (803) 777-0525 Fax: Email: cooledgs@mailbox.sc.edu
University of South Florida	John Sarao Associate Director-The Joint Military Leadership Center	University of South Florida 4202 East Fowler Avenue, CWY408 Tampa, FL 33620	Phone: (813) 974-7841 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. Rachel Holloway Associate Dean	College of Liberal Arts & Human Sciences 238 Wallace Hall (Mail Code 0426) Blacksburg, VA 24061	Phone: (540) 231-6770 Fax: (540) 231-7157 Email: rhollowa@vt.edu

2015 Conference Attendee

Prefix	First Name	Last Name	Title	Organization
	Ronald	Braeutigam	Associate Provost	Northwestern University
LT	Sean	Brophy	Public Affairs Officer	Naval Service Training Command
	Michael	Carrell	Assistant Provost & Director	The Ohio State University
	Jon	Coleman	Associate Director for Student Learning & Engagement	University of Florida Housing
RDML	Stephen	Evans	Commander	Naval Service Training Command
GEN	Michael	Fleming	Director of Military	Jacksonville University
CDR	Mark	Gough	Deputy Director of Officer Development	Naval Service Training Command
Dr.	Bill	Grams	Dean, College of Arts and Sciences	Embry-Riddle Aeronautical University
Dr.	Douglas	Hazzard	Dean	Jacksonville University
	Dale	Kaser	Chief of Staff to the Provost	Marquette University
	William	Kehoe	William F. O'Dell Professor of Commerce	University of Virginia
Dr.	Danny	Kelley	Dean, Brailsford College of Arts and Sciences	Prairie View A&M University
	Earle	Markey	Associate Director Admissions	College of the Holy Cross
Dean	Michael	McGinnis	Dean, College of Science and Mathematics	Norwich University
	Marjorie	McIntyre	Assistant Unit Operations	Naval Service Training Command
	Jesse	Nelson	Director	Oregon State University
	Regina	Nordahl	Associate Dean	University of Southern California
	Ted	Pickerill	Executive Assistant to the President & Sec. to the Board of Trustees	Miami University
	Paul	Pugh	Dean of Students	Villanova University
	Woodson	Sadler	Colonel	Virginia Military Institute
	Sara	Saragosa	Executive Assistant	NROTC San Diego
	John	Sarao	Director, Joint Military Leadership Center	University of South Florida
Dr.	Julius	Scipio	Associate Provost	Savannah State University
Dr.	Kathryn	Scott	Professor	University of California
	Richard	Southby	Dean	The George Washington University
	Terry	Stentz	Associate Professor	University of Nebraska-Lincoln
	Jeanne	Stevenson	Vice Provost for Academic Affairs	University of Idaho
Dr.	Mat	Sutton	Head, Military Science & Technology Division	Purdue University
	Thomas	Teper	Military Education Council Chairman	University of Illinois Military Education Council
Dr.	Andy	Van Shaack	Assistant Professor	Vanderbilt University
CAPT	Richard	Wood	Director of Officer Development	Naval Service Training Command

APPENDIX C

Treasurer's Report (2015)
Final Budget (2015)
Proposed Budget (2016)

**Association of NROTC Colleges and Universities
Treasurer's Report
January 1, 2015- December 31, 2015**

Balance January 1, 2015		13,550.33
<u>Income</u>		
Dues & Registration	\$11,800.00	
Interest	\$0.00	
Total Income		\$11,800.00
<u>Operating Expense</u>		
Phone/Fax	\$0.00	
Postage	\$101.73	
Supplies	\$0.00	
Printing/Photocopy	\$8.97	
Administration Fees	\$6,000.00	
Admin. Meeting Exp.	\$565.90	
Total Expense		\$6,676.60
<u>Meeting Expense 2015</u>		
Facilities/Food/Transportation	16,619.46	
2012 Annual Meeting Deposit	2,500.00	
Total Expense		16,619.46
Balance December 31, 2015		3,159.95

2015 Budget

	<u>2012 Budget</u>	<u>2013 Budget</u>	<u>2014 Budget</u>	<u>2015 Budget</u>
<u>Income</u>				
Dues Income	\$12,800	\$12,800	\$4,400	\$6,000
Interest Income	\$20	\$20	\$10	\$ -
Total Income	\$12,820	\$12,820	\$4,410	\$6,000
<u>Expense</u>				
Phone/Fax	\$200	\$200	\$200	Not charged
Postage	\$750	\$600	\$400	\$ 101.73
Supplies	\$500	\$500	\$500	Not charged
Printing/Photocopy	\$1,700	\$500	\$300	\$ 8.97
Administration Fees	\$8,800	\$9,000	\$9,000	\$6,000
Admin. Meeting Exp.	\$2,100	\$2,200	\$2,200	\$ 565.90
Total Expense	\$14,050	\$13,000	\$12,600	\$ 6,676.60
<u>Meeting Cost</u>				
Registrations	\$5,500	\$5,500	\$3,600	\$6,800
Total Meeting Expenses				\$13,041.21
Total Expenses	\$19,550	\$18,500	\$16,200	\$25,596.15
Variance	(\$6,730)	(\$5,680)	(\$11,790)	(\$19,596.15)

2016 Proposed Budget

	FY2016 Figures
Dues @ \$200 (estimated 70 members)	14,000.00
Conference Registrations @ \$200 (estimated 50 attendees)	10,000.00
Revenue	24,000.00
Postage	100.00
Printing/Photocopy	300.00
Shipping Costs	250.00
Supplies	350.00
Administrator Fee	9,400.00
Administrator's Travel Expense for Meeting	1,000.00
Annual Meeting Expense	10,000.00
Expenses	21,400.00

Based on an increase of 50 attendees from 35

APPENDIX D

Executive Committee Agenda
Executive Committee Meeting Minutes
NROTC Meeting Responsibilities

AGENDA
Executive Committee Meeting
Association of NROTC Colleges and Universities
Thursday, October 15, 2015
Jacksonville, FL
Hyatt Regency Jacksonville

4:00 p.m.-4:45 p.m. – City Terrace 9

1. Call to order
2. Introductions
3. Approval of 2014 Executive Committee meeting minutes
4. Treasurer's report, review of YTD budget, review and approval of 2016 budget
5. Future Executive Committee Schools
6. Overview of 2015 Association Meeting and Navy Day plans
7. Discussion of meeting site options for 2016 and 2017
8. Discussion of collection of annual dues from all affiliated universities and colleges
9. Other items as necessary
11. Adjournment

MINUTES
Association of NROTC Colleges and Universities
OCTOBER 15-17, 2015
Jacksonville, Florida

Executive Committee Meeting
OCTOBER 15, 2015

Attendees: Regina Nordahl, Kathryn Scott, Woodson Sadler, Terry Stentz, Dale Kaser, Mike Carrell

1. Regina Nordahl, President of Association, called Executive Committee meeting to order at 4:00 p.m. on Thursday, October 15, 2015. She begins addressing changes to the Association.
 - a. University of Rochester- reorganization changes within the Conference and Events department. The department has since been renamed, changed locations and has a new director (Elizabeth Lulla) in place. Denise Soudan is no longer associated with the University of Rochester.
 - b. How this affects the Association:
 - i. Loss of financial and historical records from the office moving locations
 - ii. It has been discovered that the Association has not filed taxes since Scott Verrenti stepped down over three years ago. This resulted in the Association losing their non-profit status.
 - c. Regina Nordahl will work on filing returns for missed years and reach out to the IRS concerning the non-profit status.
 - d. Martin Walker has retired. Regina asks the Executive Committee for their opinions on keeping him involved with the Association.
 - i. Mike Carrell and Woody Sadler agree that if Martin can act on behalf of the University of Missouri still he is more than welcomed to retain membership.
 - ii. Regina Nordahl will reach out to Martin to see if he is still interested.
 - iii. Interim Vice President will need to be voted on in business meeting to replace Martin Walker.
 - e. Financial records not being distributed to the Executive Committee at this time.
 - i. Due to outstanding banking issues financial records will not be distributed. Regina Nordahl and Woodson Sadler have been added to the Association's bank account which will clear up any future banking issues. Regina Nordahl notes that there is a little over \$10,000 in the account and that year to year meeting expenses typically do not change.
 - ii. Regina proposed to keep the annual dues and meeting costs at \$200.
 - iii. Woodson Sadler inquiries about how many schools have paid dues (35). Conversation moves to how more schools can be engaged in the Association.
 - iv. Mike Carrell suggests getting regional lists of school with Navy attachments and have Executive Committee members reach out to them individually. Terry Stentz offers to help with Iowa, Colorado and Nebraska
 - v. Woodson Sadler things getting the Navy's help to encourage PNS's to come to meetings.
2. Regina reviews everything that has been discussed:
 - a. Difficulties Association has gone through with University of Rochester transition
 - b. Non profit status forms not completed
 - c. Regina is committed to getting paper work cleaned up
 - d. Follow up conference call with Executive Committee to discuss changes with non-profit status, what state to file in.
 - e. Follow up with electronic financial reports and gain approval from Executive Committee over e-mail.
 - f. Regina and Marjorie to review roster of Universities and reach out to all organizations for appropriate representatives.
3. The Executive Committee meeting is adjourned at 4:45 p.m. on Thursday, October 15, 2015.

NROTC Meeting Hosted at Hotel

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

Navy Day Activities	8:30 - 4:00pm	Navy	Navy
Lunch		Navy	Conference Attendee
Transportation		Navy	Navy
<i>Friday Events - Non Traditional Navy Day</i>			
Breakfast	7:00 - 8:00am	Lauren	Association
Navy Day Activities		Host School	Association
Lunch		Host School	Conference Attendee
Transportation		Host School	Association
<i>Saturday Events</i>			
Breakfast	7:00 - 8:00am	Lauren	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 Rich Wood, USN

FY15 Program Situation Report

Association of NROTC Colleges and
Universities Annual Meeting

CAPT Rich Wood, USN
Director of Officer Development

Mr. Mark Gough
Deputy Director of Officer Development

October 2015



Briefing Outline



- **Program Overview**
- **CNSB Changes and Selects**
- **Class of 2015 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

63 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
 - 77 Host Universities
 - 88 Cross-Towns
 5 Maritime Schools

Current Staff Presence

NROTC Units:
 432 Officers (Navy/Marine)
 75 Enlisted (Navy/Marine)
 167 Civilians

Officer Development Staff:
 17 Officers (Navy/Marine)
 22 Civilians

Midshipmen Enrollments

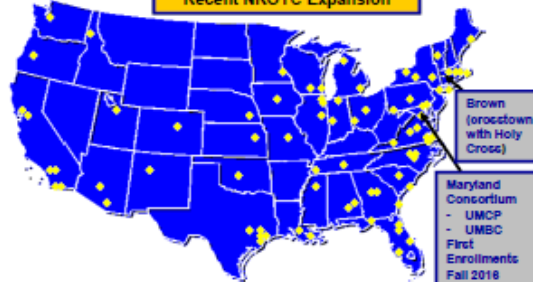
4473 – Scholarship Midshipmen
 1963 – College Program Midshipmen

Active Duty Enlisted Enrollments

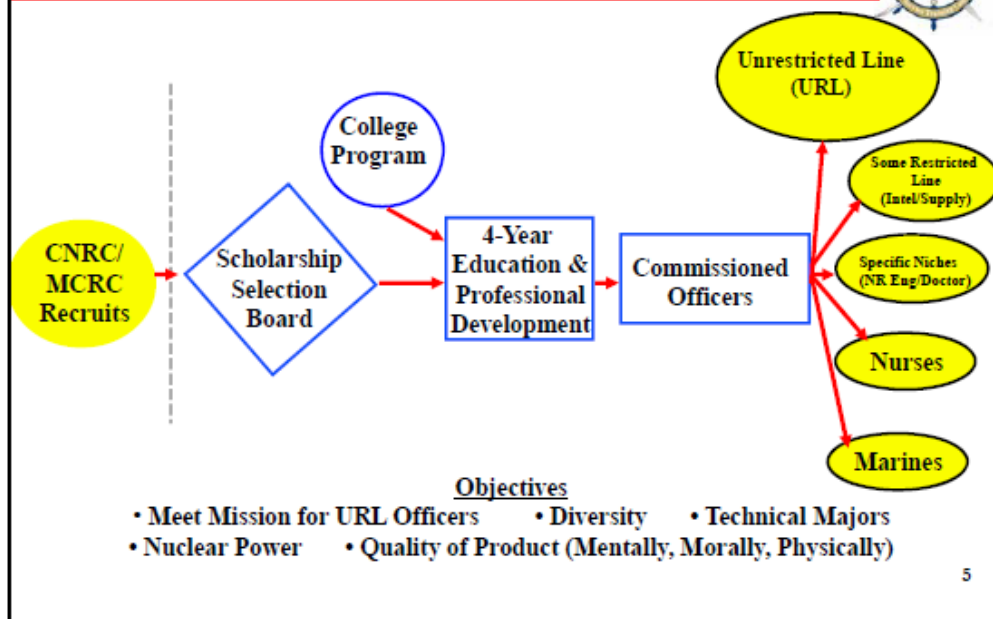
134 – STA-21 (Seaman to Admiral – 21)
 196 – MECEP (Marine Enlisted Commissioning Education Program)

As of October 2015


Recent NROTC Expansion



NROTC Systems Model



Application Changes

- 
- **Modified Officer Interview to Be More Structured**
 - ✓ All candidates are asked the same questions
 - ✓ Interviewer can then follow up with additional questions as required
 - **Created an Instructional Video to Help Standardize Interviews**
 - **Applicant Fitness Assessment (AFA)**
 - ✓ Crunches, Push-ups, 1 mile run

USN vs USMC Scholarships



- Same application process
- Applicants can only select one option
- USN scholarships selected via Continuous National Selection Board (CNSB) held every two weeks
- USMC scholarships selected by boards held at each of six recruiting districts
 - ✓ First (Early) Board in November
 - ✓ Second (Regular) Board in March
- Medical Process
 - ✓ Same process for Navy and Marine Corps but some medical requirement differences
 - ✓ For example USN cannot be colorblind but there is no USMC restriction
 - ✓ Must be fully medically qualified to activate scholarship
 - ✓ Commissioning physicals for flight, underwater, and USMC personnel



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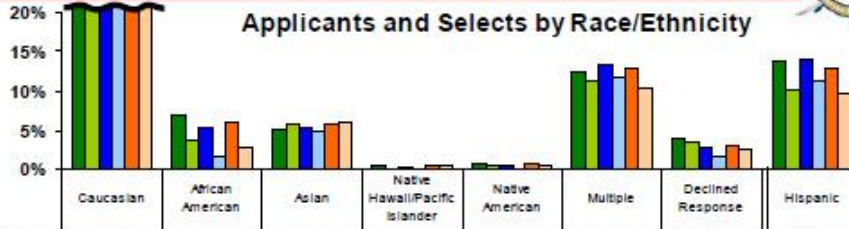
Navy National Scholarship Selectee Profiles



	SAT Comp	SAT Verbal	SAT Math	GPA	Top 10% HS Class	Top 20% HS Class	Tech Major %	JROTC Participant
FY06	1290	634	656	3.88	69%	97%	77%	28%
FY07	1280	630	650	3.86	65%	96%	79%	25%
FY08	1285	637	648	3.82	62%	95%	79%	26%
FY09	1265	626	639	3.78	55%	77%	86%	30%
FY10	1300	642	658	3.88	66%	83%	90%	28%
FY11	1296	640	656	3.91	64%	83%	93%	32%
FY12	1304	645	659	3.94	62%	83%	92%	31%
FY13	1313	651	662	3.78	61%	84%	94%	33%
FY14	1396	699	697	3.83	65%	82%	88%	19%
FY15	1369	687	682	3.81	59%	78%	89%	22%

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NROTC Navy Option Selection Statistics



	Caucasian	African American	Asian	Native Hawaii/Pacific Islander	Native American	Multiple	Declined Response	Hispanic
FY13 Apps	70.1%	7.0%	5.1%	0.4%	0.8%	12.5%	4.0%	13.8%
FY13 Selects	75.0%	3.8%	5.7%	0.2%	0.6%	11.3%	3.6%	10.2%
FY14 Apps	72.2%	5.4%	5.3%	0.3%	0.6%	13.4%	2.8%	13.9%
FY14 Selects	80.0%	1.6%	4.8%	0.1%	0.2%	11.8%	1.5%	11.4%
FY15 Apps	71.2%	6.0%	5.7%	0.5%	0.7%	12.8%	3.1%	12.8%
FY15 Selects	77.0%	2.9%	6.0%	0.6%	0.5%	10.3%	2.7%	9.6%



Applications/Selects by Gender		Total	Male		Female	
			#	%	#	%
FY13	Apps	4869	3629	75%	1240	26%
	Selects	1266	922	73%	344	27%
FY14	Apps	4809	3715	77%	1094	23%
	Selects	1207	935	78%	272	23%
FY15	Apps	4064	3161	78%	903	22%
	Selects	1406	1092	78%	314	22%

Note: Hispanic Ethnicity is counted separate from Race

USMC 4YR Scholarship Statistics



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%

FISCAL YEAR 2015 APPLICATIONS AND SELECTIONS NROTC 4 YR SCHOLARSHIP (2019 CLASS)

SOURCE	TOTAL	WHITE	A.A.	HISPANIC	OTHER/UNK	Females
Applications	2274	1111 49%	302 13%	444 20%	417 18%	354 16%
Selects	413	232 56%	36 9%	67 16%	78 19%	96 23%



USMC Selection Profiles

SCORES FOR SELECTED MALES:			
	PFT Avg	SAT Avg	GPA Avg
2014 Selects	270	1250	3.68
2015 Selects	271	1196	3.49
SCORES FOR SELECTED FEMALES:			
	PFT Avg	SAT Avg	GPA Avg
2014 Selects	270	1223	3.69
2015 Selects	271	1116	3.67



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:

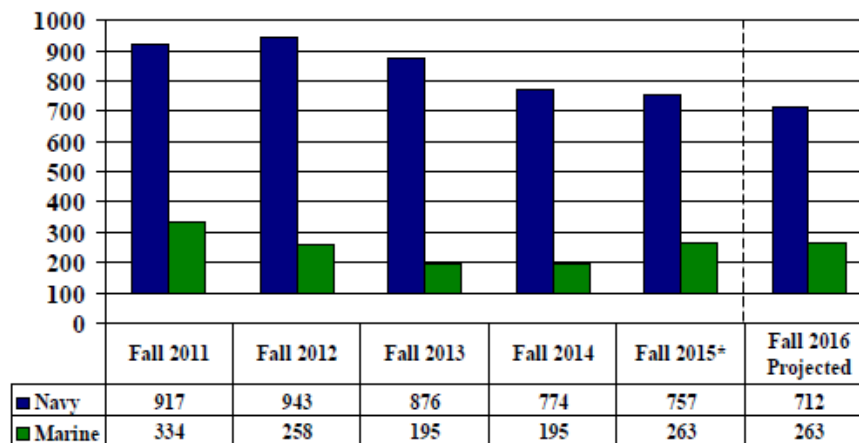
- ✓ Now nationally competitive
- ✓ **Alternative Scholarship Reservations (ASR)**
 - Nominated by Navy Junior ROTC Program Area Managers
- ✓ **Minority Serving Institution Scholarship Reservations (MSISR)**
 - Directed Scholarships for students to attend one of our affiliated Historically Black Colleges 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 continuously looking at what the right balance is between these unique scholarship offers and our traditional National Scholarships.
- ✓ Beginning FY15, numbers were reduced to align with original proportion of total 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

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NROTC Freshman Scholarship Enrollments



*Fall 2015 data as of 01 Oct

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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
- Ethical/Moral Standards and Training
- 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



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Cruise Sequence

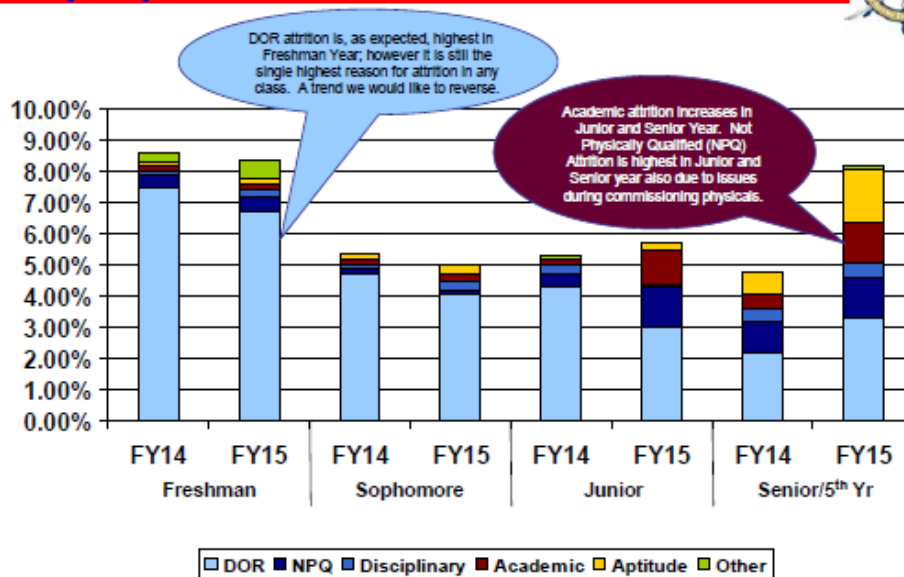


- Following Freshman Year (3/C Cruise):
 - ✓ Navy and USMC options: Career Orientation Training for Midshipmen (CORTRAMID) 4 weeks initial fleet exposure in Norfolk or San Diego. 1 week each with Surface, Submarine, Aviation and USMC
 - ✓ Now incorporates contracted sailing qualification
 - ✓ Nurses: 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



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Attrition by Class and Reason Navy Option



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Commissioning Class of 2015 NROTC Statistics



NAVY

Building this Class:

6381 – Applicants for 4 year Navy scholarships
1787 – Selected for 2011
917 – Freshman reported in Fall 2011

Attrition for this Class:

Freshman – 11.1%
Sophomore – 7.4%
Junior – 6.5%
Senior – 8.1%

Graduates in FY15:

820 – Navy Commissions

MARINE

Building this Class:

2101 – Applicants for 4 year Marine scholarships
560 – Selected for 2011
334 – Freshman reported in Fall 2011

Attrition for this Class:

Freshman – 11.2%
Sophomore – 7.6%
Junior – 7.7%
Senior – 16.8%

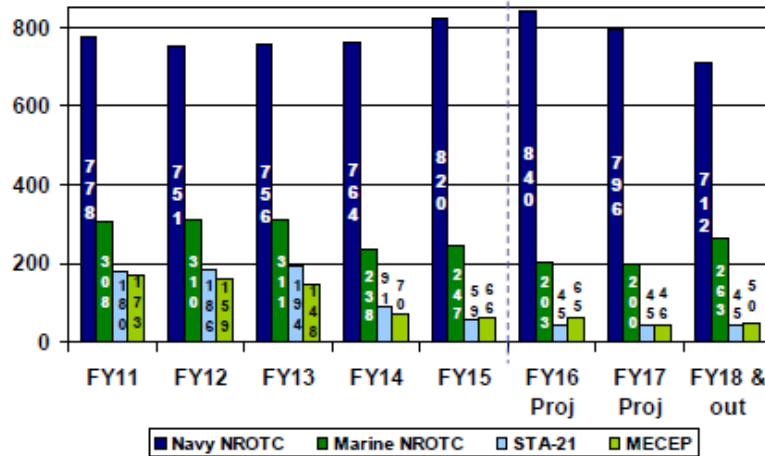
Graduates in FY15:

247 – Marine Commissions

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

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Production (NROTC, STA-21, and MECEP)

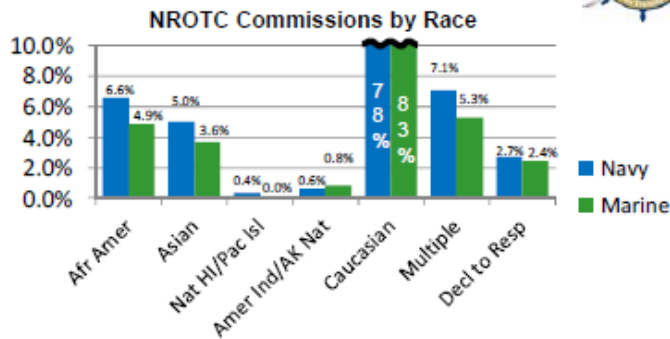


FY16 and out are projections based on a combination of current enrollments and goals

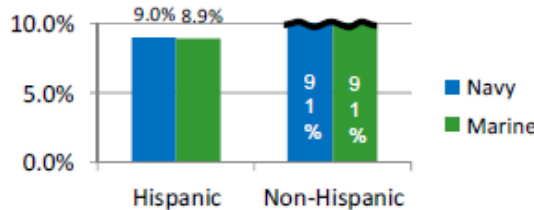
Class of 2015 Commissions by Race/Ethnicity



We should reflect college graduates but we are not there yet



NROTC Commissions by Ethnicity



Bachelors Degrees conferred Nationally by Race/Ethnicity in 2012-13 (most recent year available)
(from the National Center for Education Statistics)

- African American – 10.4%
- Asian/Pacific Islander – 7.1%
- Amer Indian/AK Native – 0.6%
- Caucasian – 66.4%
- Hispanic – 10.1%
- Multiple – 1.5%
- Non-Resident Alien – 3.5%

Includes non-traditional students, and non-commissionable students

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

Service Assignment Process



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



- 71% of FY16 graduates were assigned their first choice (up from 67% last year)
- 18% of FY16 graduates were assigned their second choice (up from 14% last year)

- Marine Corps occupational specialties assigned at TBS

19

Program Challenges

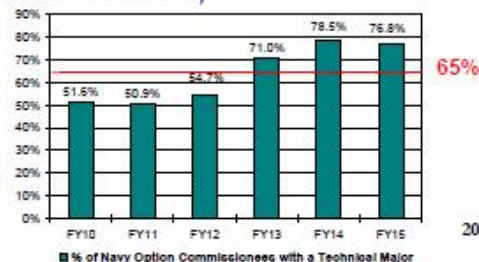


➤ Nuclear Production (Submarine, Surface and Nuclear Reactors Engineers)

- ✓ 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 a 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
- ✓ Missed Male Submariner Goal by 2 in FY15

➤ Technical Majors

- ✓ Current production goal for Navy Commissions is 65% Technical Majors
- ✓ Program had not been meeting the goal!
- ✓ Policy changed in 2009 linking Navy Scholarship MIDN to a "Tier" of Major
- ✓ FY13 was the first class to graduate under this new policy
- ✓ Opportunity exists for Tier Changes to be approved if program is on track to meet 65%
 - Currently on track for all classes



20

Mandatory Tutoring



- Begun in Fall 2014, with just one year we are seeing improvements already, though we will need more than one year to evaluate:

	Calc 1	Calc 2	Phys 1	Phys 2
AY12-13 Reports	3.06	2.71	2.79	2.63
AY13-14 Reports	3.13	2.79	2.90 ↑	2.79 ↑
AY14-15 Reports	3.42 ↑	2.90 ↑	3.15	2.76

Indicates some of these students took the class with mandatory tutoring

Indicates the majority of these students took the class after mandatory tutoring

Only a small portion of students who reported in AY14-15 have completed Physics 1 and 2

- 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)

21

Program Issues



- Active Enlisted Service (AES)
 - ✓ As of 1 Oct 2015, students who DOR (Drop on Request) from the program within 12 months of commission may be assigned Active Enlisted Service
 - Each disenrollment evaluated on a case-by-case basis
 - Always a legal option (i.e. part of contract); simply not exercised since 2005
 - ✓ This new policy was approved by ASN and put into place to:
 - Shape student decision timeframe
 - Reduce corporate raiding
 - ✓ AES can be deferred until graduation for those students still enrolled in school and on track to graduate

22

Program Issues



- **Alternative Scholarship Restructure**
 - ✓ Precision: X in for X out.
 - ✓ Reduces budget requirements for the NROTC Program
 - ✓ Offering fewer initial scholarships leads to higher quality students and using 3 and 2 year sideload scholarships as necessary to meet production goals.
 - ✓ Robust College Program is a must for success. Expect additional scholarship opportunities for students already on your campuses.
 - ✓ Begins with Fall 2016 Freshman Class

23

Program Issues



- **Maintaining a Robust College Program**
 - ✓ One initiative has been to increase the number of Navy Advanced Standing offers that we made to the classes of 2016 and 2017
 - 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
 - ✓ Helps reduce risks associated with Precision Loading
- **DoD Instruction Being Revised (Actions On Hold)**
 - ✓ Production requirements to maintain a unit under review
 - ✓ May include service-specific probation and closure criteria
 - ✓ NDAA prohibits preparation for or discussion of unit closure

24

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)
 - ✓ Not providing Degree 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
- Thank you for your positive engagement over 2015

25

Program Issues



- GPA Minimums
 - ✓ We discussed last year that we were considering establishing higher GPA minimums to retain a scholarship
 - ✓ Not currently being implemented; Still being evaluated as a potential measure in the future.
 - Too many program changes (confounding variables)
 - Coupling this with Precision Loading may require a deeper College Program bench than we have to meet production goals; still building bench
 - ✓ Potential Benefits:
 - Could open up scholarship opportunities for high performing College Program students.
 - Reduces the delta between minimum semester GPA requirement (2.50) and cumulative GPA commissioning requirement (2.00)

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Contact Info



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Email: david.lasure@navy.mil

27

NROTC is ...



Producing high quality officers for the
Navy and Marine Corps

28

You make the difference



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

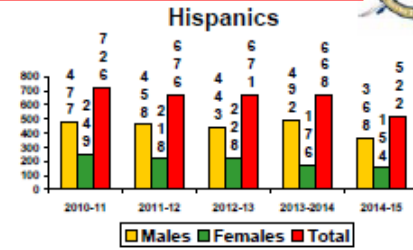
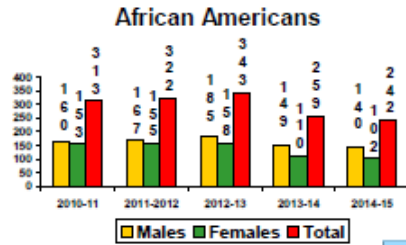
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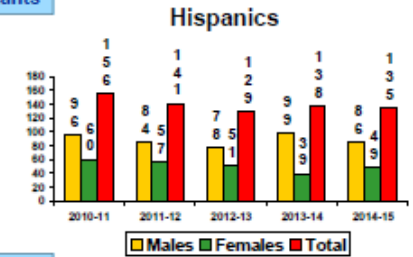
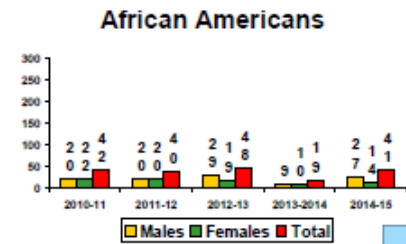
BACKUP SLIDES

30

Navy Option URL Applicants and Selects :
African Americans, Hispanics

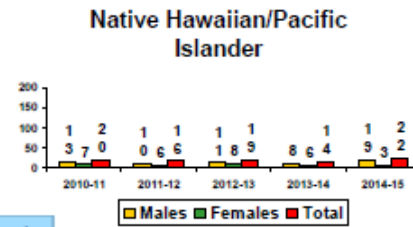
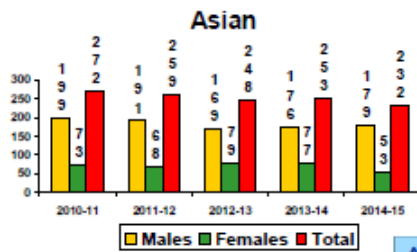


Applicants

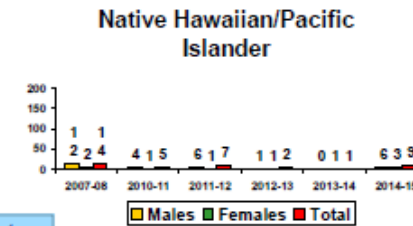
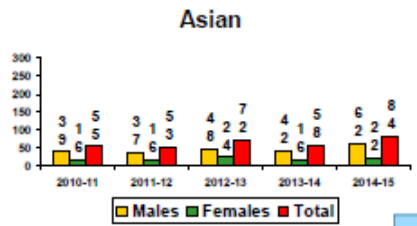


Selects

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

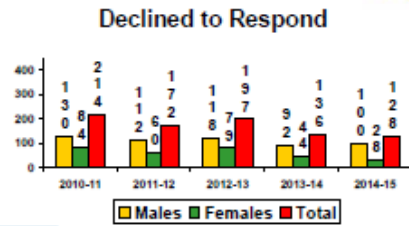
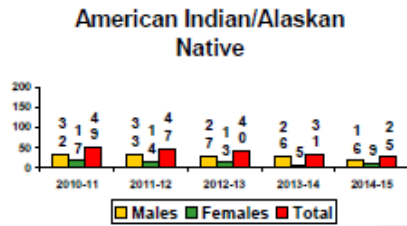


Applicants

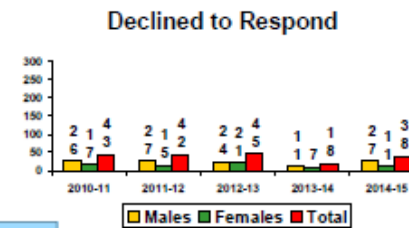
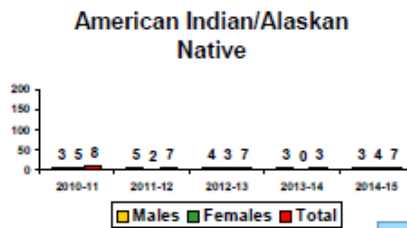


Selects

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

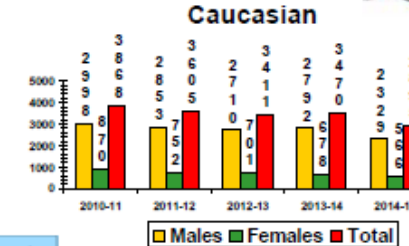
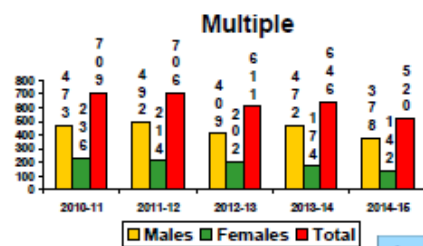


Applicants

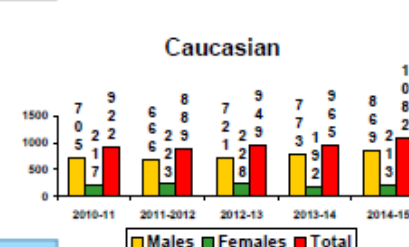
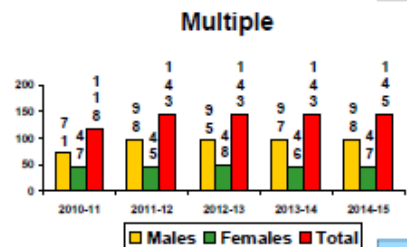


Selects

**Navy Option URL Applicants and Selects :
Multiple, Caucasian**

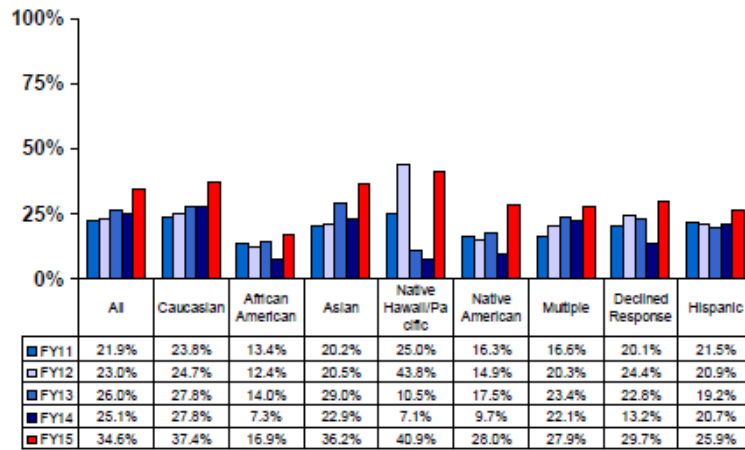


Applicants



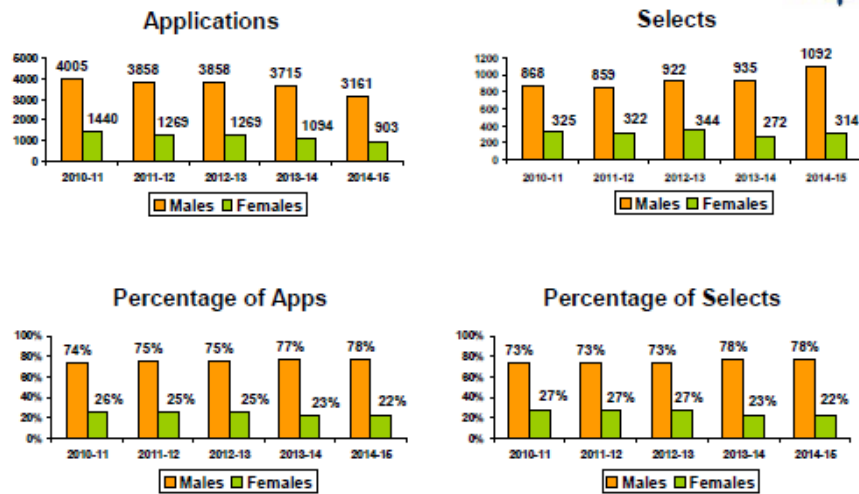
Selects

NROTC Navy Option Select Rates by Race/Ethnic Groups



35

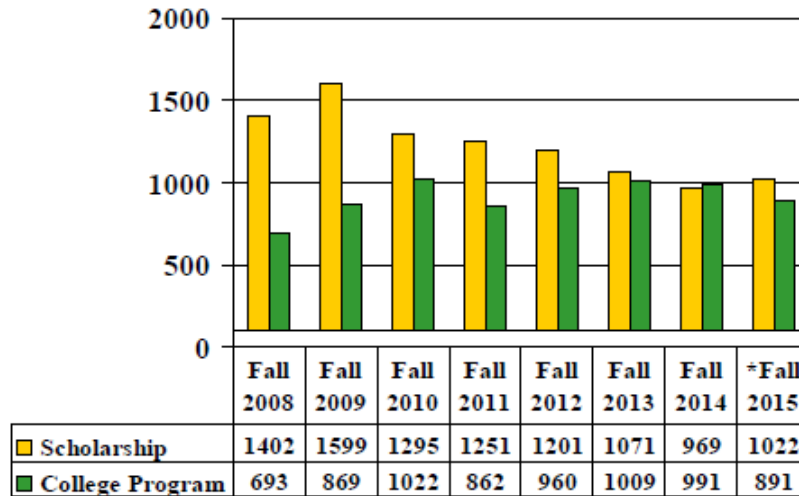
Navy Option Applicants/Selects by Gender



36

Begin Year Scholarship and College Program – Freshman Only

(Includes Navy and Marines)

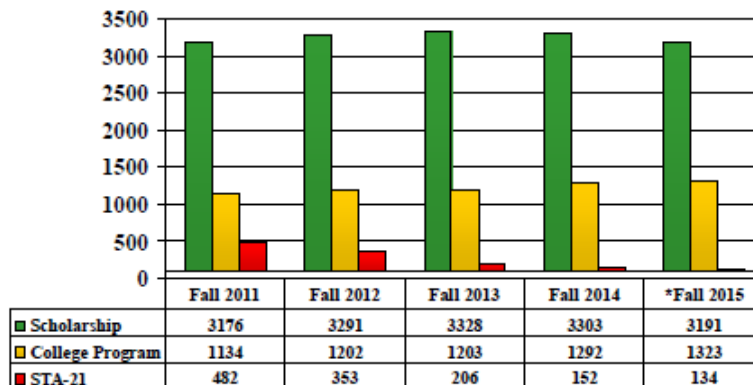


*Fall 2015 data as of 01 OCT

37

Navy Begin Year Enrollments (All Classes)

(All Classes)

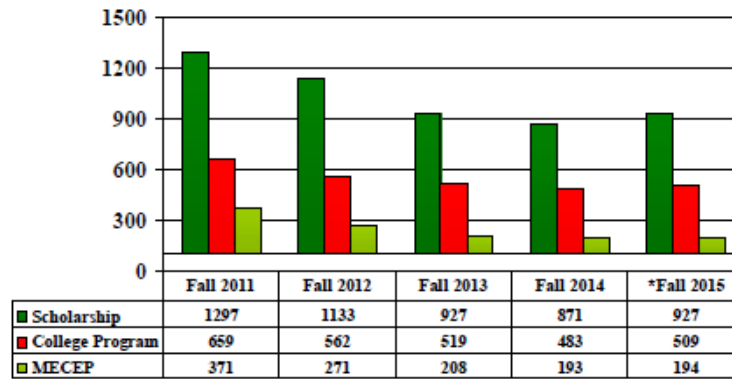


STA-21 – Seaman-to-Admiral 21 Program

*Fall 2015 data as of 01 Oct

38

Marine Begin Year Enrollments (All Classes)



MECEP – Marine Enlisted Commissioning Education Program

*Fall 2015 data as of 01 Oct

APPENDIX F

Presentation by RDML Stephen Evans, USN



Being There Matters

Your Navy: Forward, Engaged, Ready

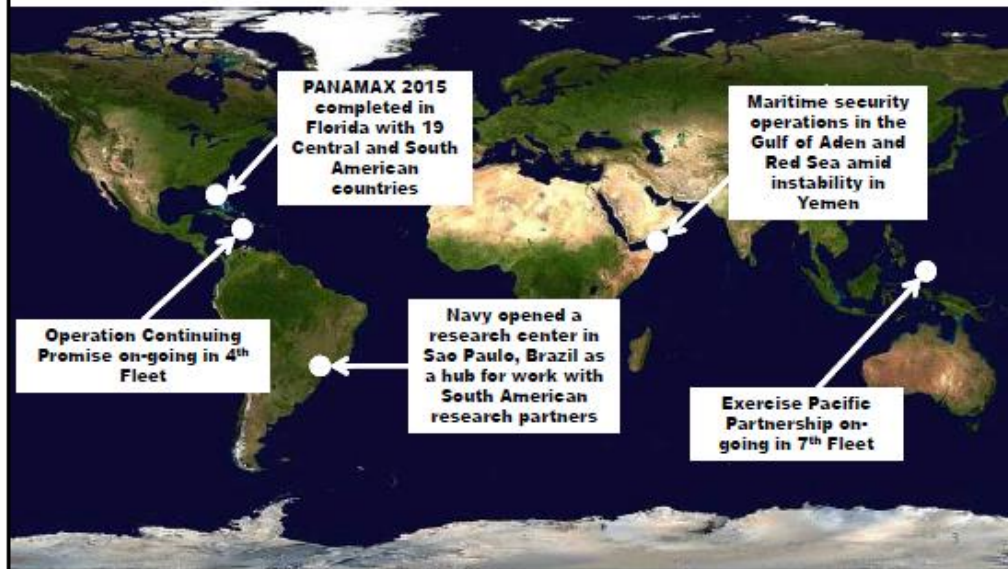


Forward, Engaged and Ready





Ready to Defend America at all Times



Protect and Defend America on the World's Oceans



- 70 percent of the Earth's surface is covered by water
- 80 percent of the world's population lives close to a coast
- 90 percent of all global trade by volume travels by sea





Freedom of the Seas



Ensuring Global Free Trade



- One-quarter (38 million) of all U.S. jobs are directly or indirectly tied to global trade
- One-quarter of U.S. manufacturing jobs depend on exports
- One-fifth of all U.S. agriculture products by volume are sold in overseas markets





Power from the Sea



- Launching fighter-attack aircraft or unmanned aircraft from carriers
- Firing cruise missiles from surface ships or submarines
- Inserting our Navy SEAL teams



7



Warfighting Ability





When Disaster Strikes



Protecting America Close to Home





Cutting Edge Technology



- Weapons systems
- Multi-mission ships and submarines
- Next generation strike, patrol and electronic aircraft
- New solid state laser



11



Ready at all Times



- Japan - Carrier strike group, carrier air wing and amphibious ready group
- Spain - Ballistic missile defense destroyers
- Guam - Fast-attack submarines
- Bahrain - Littoral combat and mine countermeasures ships



12



Sustainable National Security Force



- Energy efficient, hybrid electric propulsion system
- Fight longer
- Refuel less
- Extend our operational reach



13



Promoting National Security and Trust



- Talisman Sabre 2015
- 20 ships, 200 aircraft, three submarines
- 30,000 U.S. and Australian personnel
- Realistic and challenging exercise aimed at improving both nations' ability to work together



14



Navy Reserve Centennial



- More than 59,000 Sailors in the Navy Reserve serving out of 123 Navy Operational Support Centers covering all 50 states, Guam, Puerto Rico
- Navy Reservists completed more than 70,000 mobilizations worldwide since September 11, 2001



15



America's Navy is Already There



APPENDIX G

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>Commision 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.
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.
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Acronym	Name	Definition
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SCH	Scholarship	NROTC midshipmen whose tuition, books and stipend are paid by the Navy.

APPENDIX H

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 I

**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

OFFICERS
ASSOCIATION OF NROTC
COLLEGES AND UNIVERSITIES

1946-1948	President: Alan Valentine, University of Rochester Secretary-Treasurer: S.T. Arnold, Brown University
1948-1950	President: S.T. Arnold, Brown University Secretary-Treasurer: W.K. Selden, Northwestern University
1950-1951	President: Leonard Carmichael, Tufts Vice President: D.W. Malott, University of Kansas Secretary-Treasurer: W.K. Selden, Northwestern University
1951-1953	President: D.W. Malott, Kansas and Cornell University Vice President: Rev. J.A. O'Brien, Holy Cross Secretary-Treasurer: W.K. Selden, Northwestern University
1953-1955	President: Rev. J.A. O'Brien, Holy Cross Vice President: J.E. Buchanan, University of Idaho Secretary-Treasurer: W.K. Selden, Northwestern University (10/9/53) T.D. Carr, University of Kansas
1955-1958	President: T.D. Carr, Univ. of Kansas (6/30/57) Vice President: Rev. R.J. Lochner, Notre Dame Secretary-Treasurer: E.R. Durgin, Brown University
1958-1960	President: K.F. Wendt, University of Wisconsin Vice President: John M. Stambaugh, Vanderbilt University Secretary-Treasurer: E.R. Durgin, Brown University
1960-1962*	President: Alan K. Manchester, Duke University Vice President: H. Malcolm Macdonald, University of Texas Secretary-Treasurer: Donald R. Mallett, Purdue University
1962-1964	President: H. Malcolm Macdonald, University of Texas Vice President: Royden Dangerfield, University of Illinois Secretary-Treasurer: Donald R. Mallett, Purdue University
1964-1966	President: H. Malcolm Macdonald, University of Texas Vice President: Rodney C. Loehr, University of Minnesota Secretary-Treasurer: Donald R. Mallett, Purdue University
1966-1968	President: Donald R. Mallett, Purdue University Vice President: Rodney C. Loehr, University of Minnesota Secretary-Treasurer: John R. Little, University of Colorado

* 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
Interim Vice President: Dr. Richard Southby, The George Washington University
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 Claytor	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
Admiral John M. Richardson	2015

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
Rear Admiral Michael S. White	2014

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
General Joseph F. Dunsford, Jr.	2014

General Robert B. Neller 2015

Naval Service Training Command

Rear Admiral Ann E. 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
Rear Admiral Richard A. Brown	2014
Rear Admiral Stephen C. Evans	2015

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
Captain Keith W. Hoskins	2012
Captain Gregory A. McWherter	2013
Captain James P. Nichols	2013
Captain Richard K. Wood	2015