

Board of Directors meeting, March 5, 2016

The Board of Directors of the UNC NROTC Alumni Association met in person and via telephone conference call on Saturday, March 5, 2016, at the Naval Armory, UNC-Chapel Hill, NC.

Members present (in person):

Eric Schneider '86, President
Steve Fish '85, Secretary
Will Stubbs '85, Treasurer
Pat Connelly '85
Debra Davis '83
Rob Giodfriddo '86
Steve Levesque '89
Steve Matts – Staff Alumnus
Pat Riordan '87

Members present (by telephone conference call):

Gerry Good '64
Hon. S. Jay Plager '52
Christin Hayes '09

Members not present:

David Jackson '87
Tim Nichols – Staff Alumnus

Nine of fourteen directors present in person, and three of fourteen present by telephone, a quorum (5 required) was established and maintained throughout the meeting. A simple majority is 7, the number needed to amend the bylaws is 8 (a simple majority of all duly elected and sworn) given five days notice.

The meeting was called to order at 1210.

Mission Statement - Discussion ensued regarding the organization's Mission Statement. Points to consider in reviewing and revising the mission statement.

- Ours is not a "food and beverage" organization (not merely a social organization)
- As a 501(c)3 tax-exempt organization, our mission must be charitable
- Attention was called to the 5 points listed in our "Articles of Incorporation," i.e.:
 1. Encourage fellowship among the graduates of the university and members of the association, through the periodic publication

of a newsletter, and other projects which the board may from time to time prescribe.

2. Assist the NROTC Unit recruiting effort by providing current and prospective students with information about opportunities offered through the NROTC program at the University of North Carolina at Chapel Hill.

3. Research, promote, and physically display the rich Naval tradition shared by the University and the U.S. Naval Service.

4. Establish a speaker's bureau and information resource to other organizations, as required.

5. Endow awards, scholarships, and other activities in furtherance of educational objectives of the NROTC program, which the board may from time to time establish.

The review and revision of the Mission Statement was referred to the Governance Committee for action and report to the Board.

Treasurer's Report

The Treasurer prepared and presented net worth and income statements for 2016 YTD, 2015 and each year back to 2007 in order to permit year over year and longer term analysis and comparisons. A spreadsheet was prepared to view results in a side-by-side comparison. An analysis was prepared of gifts made to the Association sent for a restricted purpose, either life dues payments (the principle of which was intended to remain intact and generate income from interest and dividends annually for operations); The Connor Fund, which was endowed for the purpose of generating income annually for the support of the Connor Award (aviator's watch) presented to a graduation midshipman; The Dawson Library Fund which was endowed to build and maintain the Dawson Library for Midshipmen. Finally, the Treasurer prepared a proposed interim budget framework for the Board to consider, pending more thorough review by the soon to be re-formed Budget and Financial Oversight Committee (known in the By-Laws as the Investment Committee) and consideration at the next Board meeting in June 2016. The four documents listed above are attached to these minutes for review.

The following observations and insights into the reports are provided:

Reference points:

- Circa 2001 the Association decided to co-mingle the restricted funds in one combined USAA account, making it difficult to derive the specific income streams from Life Dues, Connor Award, and Dawson Library funds separately. As each of these funds were set-up to preserve principal and generate income for operations or the designated restricted purpose, together these funds are referred to in the reports as the "corpus" of body of investment principal meant to be preserved.
- Three other restricted fund accounts were not set up for the preservation of principal, but rather for disbursement in total either one-time or annually. Those funds include the NROTC Veterans Memorial Fund (\$0 contributions in last 9 years), The Midshipman Support fund (\$101.86 in gifts in the last 9 years), and the Midshipman Scholarship fund (\$6,580.70 in contributions in last 9 years). These funds are excluded in the calculation of the corpus.

Net worth / income statements:

- As of 31 December 2015 the net worth of the Association is \$67,558.78 with zero debt. This represents a 10% reduction in Net worth over the previous year 2014, in which the net worth was \$75,016.09.
- Restricted income for 2015 was \$573.20 (1 life dues installment payment and \$448.20 in scholarship contributions)
- Unrestricted income from contributions was \$1142.67, of which \$560 was the payment of annual dues from 28 individual members.
- Investment income from what remains of the corpus was \$5,572.04
- Expenses were \$8,291.69 and exceeded income by \$1,003.78
- The top five expenses for 2015 were:
 - \$3,000.00 for Midshipman Scholarships (against \$448.20 scholarship income)
 - \$1,902.00 for Midshipman Support expense (\$450 of which pays for 3 cable TV drops in the Naval Armory, only one of which has been actually connected to anything for the past several years) the remainder (\$1,452.00) represents transfer payments on 4/20/15 to the Midshipmen' Quarterdeck Society account without further explanation.
 - \$1,840.08 for Senior Dinner Expense (defrayed by Association member contributions of \$307.76 for a net outlay of \$1532.41) to honor the six graduates at the Carolina Club to food and beverage at a cost of ~\$255.40 per graduate.
 - \$555.78 for the Connor Award (consistent with past practice going back 20 years and more than offset by the revenue generated by \$15,153.11 in corpus contributions)

- \$415.04 expenses to maintain the www.uncnrotcaa.org website and officer e-mail accounts in a dormant but operating condition.
- Life membership: the association added 1 new life member (1st installment) in 2015. In 2007 we added 10 new life members and in each of the following years through 2014 we added 8, 4, 4, 6, 7, 4 and 6 members, respectively. This offsets the number of life members who have passed away, such that life membership remains steady in the 160-170 person range over the past 9 years. The restricted income from life dues contributions during the years 2007-2015 was \$12,350.85. Had that money been preserved as principal in 2007 and added to the then-corpus of \$74,540.75, it would have resulted in a corpus (invested for income and preservation of principal) of \$86,891.60 rather than the current total assets of \$67,558.78.
- Annual membership: in 2007, the Association had 148 annual dues paying members, in 2008: 145, 2009: 148, 2010: 116, 2011: 104, 2012: 86; 2013: 31; 2014: 44; 2015: 28. This represents a drop in income from annual dues in 2007 \$2,960.00 per year to \$560.00 per year. While the slide was felt in 2010 and 2011, the huge drop off after 2011 correlates directly with the lack of maintenance and updating of the www.uncnrotcaa.org website as a conduit for information and reference. The last Board meeting minutes posted to the website was from 2009.
- The members of the classes of 2011, 2012 and 2013 were all conferred a free year of membership upon graduation. One member of the class of 2011 converted to Life Membership, the remaining 18 members have not renewed in any year following graduation. Likewise none of the members of the class of 2014 or 2015 have joined the Association. There is exactly one member of the Association who has graduated in the past five years and has found value in the Association, despite generous spending in support of the Midshipman.
- The Dawson Library has received \$11,121.40 in restricted contributions (net after initial construction costs deducted). Only \$148.76 has been spent on its upkeep and maintenance over the past 9 years (new titles and subscriptions from the CNO's / Commandant's reading list, upgrades in capability, etc.).
- Midshipman Scholarship income 2007-2015 was \$6,580.70. Scholarships paid out 2007-2015 were: \$18,500. Expenses exceeded revenues by \$11,919.30.
- Midshipman Support income 2007-2015 was: \$101.86. If you add in income from which there is no recorded specific purpose and gifts to the general fund during the same period the total income is: \$6,321.92. During the same time period, expenses for Midshipman Support (much of the specific purpose of which is not documented in

the ledger) is: \$17,401.14. Expenses exceeded revenues by \$11,079.22

Restricted Fund Corpus:

- To establish a base-line for the corpus, the Association's Annual report for the year 2000 (last year in which the restricted funds were not-comingled) shows a balance of \$26,949.57 (life dues), \$11,698.11 (Connor Fund), \$7,421.40 (Dawson Fund).
- Examining more than 2000 transactions from 2001-2016, I have records of contributions to restricted funds as follows: \$48,375.42 (life dues), \$3,455.00 (Connor Fund); \$3,700.00 (Dawson Fund). If you add these totals to the 2000 base-line the total corpus of all three funds combined would be: \$101,599.50. In a perfect world with absolutely perfect preservation of capital, that amount plus whatever operating funds should be our total Association assets at this point. As of 4 Mar 2016, our total assets were \$67,128.63, exposing a corpus deficit of at least \$34,470.87.
- It should be noted that the net depletion of the corpus has taken place over the entire period 2000-2016, not just the last 9 years, however good investment market forces in the earlier years combined with healthy membership numbers and co-mingled restricted and unrestricted funds masked the situation making it hard to discern. Likewise, a pronounced decline in market conditions in 2008 with investment at a higher than average risk tolerance likewise contributed to a decline in corpus value. The remainder of the deficit is caused by spending down the principal, rather than preserving it and spending only the derived income. Please note that this is not unlawful, but it does represent a decision made by past Boards of Directors and Officers to do so, despite the funds having been solicited for a specific restricted purpose and related covenant of understanding by the donor. Indeed, there are times when under exigent circumstances, borrowing from (or even spending down) the corpus may be necessary and prudent. If not already clear, this Treasurer does not favor a policy spending down the corpus, except in extreme situations for a short duration and with a restoration or "get-well" plan.
- In examining several thousand transactions since the year 2000, I have not uncovered any pattern of transactions which would indicate unlawful wrongdoing by any party. The financial condition of the corpus is a result of Board reviewed and approved investment risk tolerance allocation and deliberate deficit spending.

Analysis

- Deficit spending was out of control in relation to revenue generated.
- Our corpus has been depleted by \$34,470.87 over what it could have been, had restricted contributions been invested to preserve capital and not otherwise spent or lost to market forces.
- Our Annual dues paying members have left in large numbers (148 down to 28) since 2007, and the large drop off correlates to 2011, the year the Association stopped communicating with our members using the website. Only one graduate in the past five years has voluntarily joined the Association. The value proposition of becoming and remaining a member has vanished.
- We are NOT actively raising money for our signature crown jewel of Midshipman support: the Scholarships, although we are conferring the scholarships at \$3,000.00 per year.
- Non-scholarship Midshipman support greatly exceeds discretionary revenue or revenue designated for that purpose by a large measure; it was paying for services that were not being used, and the documentation of the use of these funds is insufficient with respect to the charitable nature of our Association as recognized by the IRS.
- Spending \$1500+ a year on food & beverage in honor of five or six graduates at a cost of ~\$255-\$300 per graduate is not consistent with the charitable purpose of our organization, particularly when it represents ~18% of the total expenditures of the association in 2015. IRS rules allows for food and beverage expense as appropriate when it is incidental to the overall scope and purpose of expenditures. For example, serving coffee and donuts to the attending members at the Annual Meeting (which we did back in the 1990s) when the meetings were held in the morning. That \$50-60 expense was considered both modest and incidental to an event for a specific and appropriate charitable non-profit purpose (conducting required annual meeting).
- We are not maintaining the Dawson Library as it was intended, nor are we engaged with the unit and midshipmen leadership on how best to support it.

Policy recommendations

- Operate in a financially responsible manner, compliant with IRS regulations regarding charitable non-profits, and benchmarked against the best practices of small-sided alumni associations.
- Return to the fundamentals: establish a budget, set goals, and reach out raise the funds for what the organization wants to spend, then spend only what we can afford.
- Reset the baseline for the corpus. Set aside, segregate restricted funds for which principal preservation and income generation are the objective; invest accordingly. See attached spreadsheet.

- Establish a series of business rules to regulate what funds may be spent for which purpose, and which expenditures require a recorded vote and notification of the membership.
- Convert the Investment Committee to the Budget & Financial Oversight Committee to exercise supervision of the budget, investment portfolio and financial execution function. The Treasurer reports to this committee monthly on the execution of the financial plan. Likewise the Treasurer shall prepare interim reports to the Board as may be required to support the Board's decision and meeting cycle, and shall prepare a comprehensive report to the Board and Membership annually, coinciding with the Association fiscal year (which is the calendar year).
- Upgrade the website to current levels of quality and information security, and use it as a way to reconnect with our members and potential members.
- The fun is missing. Provide value to our membership and prospective membership with a program of interesting communication, outreach and fun fellowship events, and leverage the goodwill generated to raise funds to further our Association's charitable purpose.
- Enhance the program for the Annual Meeting weekend to create a draw for members and potential members to gather, socialize, confer and raise funds for our bone-fine charitable purposes and strengthen the collaborative nature of the Association. Recommend sponsor reunions, an award presentation, and perhaps a guest key-note speaker for the Annual Meeting.
- Functions serving a social purpose are permitted, provided we can draw nexus to a charitable purpose. These should be encouraged provided they are conducted on a cash neutral (self-funding) or cash positive (raise money) basis. For example, we could make the Senior Dinner in the Spring or a Class Reunion in the fall a fundraiser opportunity for the Scholarship fund or other similar purpose. If in the course of doing so, we can defray the cost of the meals for the Senior Midshipmen participating – (note incidental to overall cost of event – not \$255/per MIDN – event is conducted for a charitable purpose – scholarship fundraiser). There is no need to pull the plug on a good idea, provided we can find a way to do it in a financially responsible way and in compliance with the intent of the IRS regulations governing charitable non-profits.

Interim budget proposal for 2016 (see attached)

- Intended as an "aim high" framework for the committee to consider and refine prior to the next board meeting in June. \$1,710 is deliberately discretionary to allow for under performance; the Midshipman Support expense is scalable if revenues underperform.

The bank charges are a variable cost directly proportional to the income generated via PayPal and assumes \$37,300 in income. Refinements will be required, but it is a starting point.

- Operating income of \$6,200 – ambitious!
 - Recruit 100 annual dues paying members @\$20: \$ 2,000
 - Recruit 20 new life members and derive income from re-baselined corpus life dues fund: \$ 4,200
 - \$ 6,200

- Operating expenses of \$6,200
 - Website: \$ 2,000
 - Bank charges (Paypal based on income generated): \$ 1,000
 - Life dues payback (corpus restoration-discretionary): \$ 1,090
 - Midshipman support expense (cable TV and USNI): \$ 840
 - Contingency (10%): \$ 620
 - Business expense (Constant Contact): \$ 250
 - Distinguished Service/Distinguished Alumnus Awards \$ 200
 - Postage & shipping: \$ 100
 - Business supplies: \$ 100
 - \$ 6,200

- Restricted income of \$31,100
 - Connor Award income from corpus: \$ 600
 - Dawson Award income from corpus: \$ 500
 - Scholarship income (first \$3K for disbursement, remainder to scholarship endowment) \$ 23,000
 - Life Dues income 20 members @ \$350 \$ 7,000
 - \$ 31,100

- Restricted expenses of \$4,100
 - Connor Award: \$ 600
 - Dawson Library: \$ 500
 - Midshipman Scholarship Expense: \$ 3,000
 - \$ 4,100

Specific discussions entailed the following:

1. Proposed interim business rules.

a. Dues income from annual membership dues and income from the life dues fund should be used for the maintenance and expense of the corporation and its recurring obligations ordinary and necessary in the administration of the corporation including: maintenance of the membership database, software and online application, for communications with the members, former members and prospective members, including expenses for website applications and hosting, mailings, generation of newsletters, and expenses associated with the conduct of the Annual meeting, board meetings and ceremonies. Dues are not to be used for projects for which

there are designated restricted funds assigned (e.g. Connor Fund, Dawson Library Fund, Scholarship Funds, Midshipman Support Funds). At the end of each year, if there is a surplus of dues funds which were deemed unnecessary for the administration of the corporation, the Board (in consultation with the Budget and Financial Oversight committee) may vote to transfer all or some portion of the surplus to one or more of the restricted funds as the Board may wish to fund. [GAA model].

b. Funds which were solicited for a **specific purpose (restricted funds)** shall be allocated and disbursed only to their intended purpose, except when specifically directed by the Board after an affirmative vote of a majority of the Board, a quorum being established. Any such expenditure shall be reported to the membership in writing, with the reasons therefore.

c. **Restricted funds designated for Midshipman support** may not be used for food, beverage and entertaining of Midshipmen. Likewise, such funds shall be used for projects which have a reasonable nexus to support of the academic or professional development of Midshipmen. Such funds may be used to defray costs of permissive TDY travel of Midshipmen for NROTC Unit professional development field trips which are educational and/or professional development (not purely social) in nature. At the end of each year, any surplus in restricted Midshipmen support funds, may be transferred to the Scholarship Fund with the approval of the Board.

d. **Events sponsored by the Association** (other than the Annual Meeting) shall be funded by the members participating in the events and shall be financed ideally on a cash positive (net income generating) basis or as a minimum on a cash neutral (break-even) basis. Net positive event income may be used to defray general fund operating expenses for which dues are ordinarily used (e.g. in attempt to preclude the need for raising dues), or may be designated for a specific charitable purpose (e.g. Class of 1985 30 year (+ 1) Reunion Dinner & CAPT A. M. Koster Memorial Scholarship Fundraiser).

A specific item of discussion under this heading was funding the Senior Dinner. It was agreed that this is a commendable function to honor the graduating class, but should not include paying for the Midshipmen's family members or guests and should not be funded through the use of general membership dues nor especially, the restricted funds of the organization. Members of the organization in attendance, along with any others who want to donate for the specific purpose of this function, should provide funding for the Senior Dinner, or otherwise conduct it as a fundraiser.

e. **Ethics Compliance.** Funds of the corporation shall not be used to fund food, beverage, travel or other expenses for members of the NROTC Unit staff or other active duty military or civilian government officials, so as

not to create a violation or the appearance of a violation of government ethics laws and regulations.

2. Creation of charitable trusts for memorially named and solicited restricted projects.

The purpose of these trusts is to prevent these funds which were solicited with assurances of their restricted nature provided in the context of emotional heartstrings of the death of a shipmate, from becoming comingled, raided and diminished over time by future Boards which may not fully appreciate the restricted nature of the implied covenant of solicitation. Likewise, the purpose is to make sure the decedent's family has a say in the reallocation of any such funds, if the original intent of the funds were no longer required [i.e. if the unit were to one day disband, the Trustees with family representation (not the Board) would decide and control to what charitable purpose the Dawson and Connor funds would be put.]

a. **Create and endow the Patrick K. Connor Memorial Trust** and transfer the discernable balance to the trust. Trust established to endow the Connor Award perpetually, or until such time as the NROTC unit disbands or informs the Association and Trust that the award is no longer appropriate. Ask trust for an annual disbursement for the purchase of the Connor Award. Board appoints Trustees for a 5 or 10 year period, preferably Association members who were friends of Pat and a Connor family representative.

b. **Create and endow the David P. Dawson Memorial Trust** in like manner with the Connor Trust. Trust established to fund, maintain and keep current and relevant, the Dawson Library.

These items were assigned to the Governance and Bylaws Committee for review and recommendation by the next Board Meeting.

The Board agreed that we should take measures to restrict the corpus of these funds, increase overall income and proceed in the future using a balanced budget approach, desirably in a cash flow positive manner, but as a minimum, cash flow neutral.

The Treasurer placed the following motion on the floor, "That the corpus of the Connor Award and Dawson Library funds be restricted and not used for general operations. Only the interest and investments gains may be used for the purpose of providing for the purpose for which they were intended." The motion was seconded and approved unanimously.

The Treasurer put forth a proposed interim budget which was referred to the committee on Budget & Financial Oversight for further review and report out at the next Board meeting. As an interim set of goals and controls, the Board approved the interim budget pending review unanimously. The budget is attached.

In order to support the budget, there was discussion of holding a fundraising event this fall in conjunction with the annual membership meeting that would raise money for the Midshipman Scholarship fund. Discussion involved hosting a 30-year reunion for the Class of 1986, a 30+1 reunion for the Class of 1985 at the Annual Meeting weekend this Fall. In addition it was proposed to endow the "Captain Alfred M. Koster Memorial Scholarship." The goal of the fundraiser is to not only raise the first \$3,000 so we can pay out our customary level of service to the Midshipmen this Fall without dipping into the corpus, but also to raise an additional \$20,000 in endowment so that one of the three \$1,000 scholarships can be self-sustaining each year without having to go back to the donors. If it works, the intent would be to repeat the process in the out years with a second named scholarship, then a third, until the \$3,000 annual outlay is perpetually funded. This is in keeping with the usual and customary practice of scholarship fundraising, and complies with our Association's 501(c)(3) stated objective, "to endow scholarships". Captain Koster was the Commanding officer of the NROTC Unit and Professor of Naval Science 1981–1985. He had great influence and impact on a generation of Navy and Marine officers who participated in the NROTC program during that time. It is believed those who knew him will contribute significantly. It is also believed that through direct and specific appeal to the overall membership, even though other members did not know Captain Koster, the funds can be increased. Given a specific appeal, the funds will be donated. To that end, several members, both present and on the phone, pledged and/or gave approximately \$3,000 to this new endeavor on the spot. The memorial scholarship matter was referred to the Scholarship Committee for consideration. The reunion / fundraiser proposal was referred to the Alumni Association Events Committee for discussion and report at the next meeting.

Secretary's Report

The Secretary reported that there has been significant delay in turning over the Organization's official database, which is administered through Constant Contact, from the previous Board of Directors to the current Secretary. There are ongoing efforts to retrieve the database which is inaccessible by the current board and to concurrently open a new account so that we can move forward quickly and efficiently. We will contact the University's General Alumni Association (GAA) for assistance obtaining up-to-date contact

information, along with information that can be obtained from the Unit's ongoing database.

Committee Structure

The bylaws only call for one committee by name; the Investment Committee as specified in Article 5. The following committee structure was proposed and agreed upon, without amending the bylaws. The committees will focus on a particular line of operation, and each committee shall report back to the board on the activity within their portfolio.

a. **Budget & Financial Oversight Committee** (This would possibly rename and subsume the Investment Committee which requires a By-Laws change). 3 members + Treasurer (non-voting *ex officio*). Duties: propose a budget each year (adopt at first meeting), exercise oversight of the treasurer, develop strategy and policy for the investment of long-term funds. Develop business rules for what types of expenses are paid with what kind of funds. Initial members: Levesque, Fish, Jackson, with Treasurer as *ex-officio*. **Deliverables for next board meeting:** validate/refine interim budget proposal; validate/refine interim business rules; evaluate proposal for creating memorial Trusts for Connor and Dawson funds.

b. **Governance and Bylaws Committee**. 5 members with President *ex-officio*. Purpose to examine the functioning of the corporation and its governing bylaws, records, documents, policies and business rules and find ways to improve effective operation of the corporation and minimize risk of exposure, while complying with laws, regulations and good business practices. Consider any changes to the Bylaws. Examine other like functioning organizations for benchmarking and recommend process improvements. Recommended members: Fish (Secretary/chair), Riordan, Stubbs, Matts, Good and Schneider/President *ex-officio*. Secretary as chair because of his role in managing the record of the corporation. **Deliverables for next meeting:** examine the articles of incorporation and Bylaws and propose revisions as necessary, including this proposed committee structure; evaluate and consider business rules for incorporation of the Bylaws; consider new and improved ways to connect with membership with respect to distance participation in the Annual Meeting and voting.

c. **Awards Committee**. To execute the awards program, manage the Connor Award process to include acquisition, engraving and presentation logistics; manage the Distinguished Alumnus Award (recognizing service or achievement of a member in the course of his or her career in the service or is the civilian sector) including solicitation, vetting, recommendation of recipient to board, acquisition and presentation of the award logistics; manage the Distinguished Service Award (recognizing service of a member in furtherance of the Association) including solicitation, vetting, recommendation of recipient to board, acquisition and presentation of the

award logistics. Develop annual budget submission. Recommended members: 5 persons, at least 3 of which are Directors, specifically: Butch Bracknell '92 (past board member), chair, Riordan, Jackson. **Deliverable for next meeting:** solicit and consider proposals for DAA and DSA awards and recommend findings to the Board.

d. **Scholarship Committee.** To execute the scholarship program, including proposing criteria for the conferring of scholarships, vetting of candidates, interaction with NROTC Unit staff, proposal of recipients, and assisting the board with developing strategies for raising funds for the award of scholarships. (Note: our scholarships are not endowed currently, rather they are funded on an ad hoc pay-as-you-go basis; when not enough funds are raised in a given year, it appears the dues and restricted accounts have been used to make up the difference.) Committee should have both Navy and Marine representation and experience as NROTC staff member is desired. Recommended members: Davis, Matts, Nichols. **Deliverable for next meeting:** examine current scholarship procedures and vetting process and determine what can be done to better support the MIDS in a credible manner and to increasing the fundraising draw for this important project.

e. **Membership Communications Committee.** To maintain the website, the Constant Contact database, social media sites and other forms of public communication and execute the President's and Board communication strategy by composing informative bulletin (electronic newsletters, announcements, bulletins, solicitations of non-members for membership, solicitation of past and present members for renewal, and solicitation for the raising of funds for designated projects of the association, such as scholarships, awards, special events, Dawson Library, etc. This committee is responsible for the data content and security of our electronic means of communications as well as developing new and innovative ways to improve communications with our members and prospective members (development of mobile app, Twitter feed, etc.). Recommended members: Good (chair), Gionfriddo, Riordan and Fish (as Secretary, *ex officio*). **Deliverable for next meeting:** proposed overhaul of our communications strategy and infrastructure with a focus on creating value to and better serving the current members, renewing past members and recruiting new members.

f. **Alumni Association Events Committee.** Plan the Annual Meeting of the Association to include date, time, location and logistics. Plan companion events associated with the Annual meeting (BBQ, football game, awards presentations, etc.), coordinate officer and board participation in unit events to which Association participation is desired or invited. Develop a network of class representatives to assist with the planning and execution of class specific events (such as reunions). This committee is often best suited to persons either local to Chapel Hill or within a reasonable commuting distance. Recommended members: Davis, Connelly, Jackson, and Nichols

with you, the President (*ex officio*). **Deliverable for next meeting:** develop a detailed plan for the Annual Meeting 2016 and any reunions; appoint Reunion chairs.

g. **Dawson Library Committee.** Exercise oversight of the maintenance of the Dawson Library, interact with the NROTC unit staff and develop procedures for keeping the library contents current and relevant for the Midshipmen. Likewise maintain liaison to the Dawson family on matters of mutual interest. Establish liaison with Dawson Trust (if formed) to provide funding. Recommended members: Gionfriddo (chair), Schneider & Connelly. **Deliverable for next meeting:** liaison with unit and Midshipmen to determine relevance and how the maintenance and portfolio of the library can and should be improved.

h. **Nomination Committee.** Convene as required every two years and as may be required by vacancies when they arise to solicit nominations, vet and propose candidates to stand for election to the Board of Directors. Members appointed by the Board ad-hoc as and when necessary, but no later than 30 days prior to the next scheduled election of directors, which occurs at the Annual meeting in odd numbered years. **No deliverable required at present.**

Committee recommendation summary:

Director	Committee assignment(ch = chair; x/o = <i>ex officio</i> or non-voting member)
Schneider	Governance(x/o), Events (x/o), Dawson
Fish	Governance(ch), Comms(x/o)
Stubbs	B&FO(x/o), Governance
Connelly	Events, Dawson
Davis	Scholarship (ch), Events
Gionfriddo	Comms, Dawson (ch)
Good	Governance, Comms(ch)
Hayes	Comms
Jackson	B&FO, Awards, Events
Levesque	B&FO(ch),
Matts	Governance, Scholarship
Nichols	Scholarship, Events
Plager	Governance
Riordan	Governance, Awards

Each board member should be plugged in to one or two committees.

The members present in person broke into committees as delineated for business discussion and planning. The breakouts proceeded for approximately 40 minutes.

Annual Meeting - The members returned to general session and it was decided to hold the Annual Membership meeting on Saturday, October 8, 2016, that being the federal holiday of Columbus Day weekend and the UNC vs Virginia Tech football game.

Next Scheduled Board of Directors Meeting – It was agreed that the next meeting of the Board be held in June by telephone conference call, most likely Saturday, June 4th. The call should begin no earlier than 11am Eastern time in order for west coast members of the board to participate at a reasonable hour. The Secretary will research the use of a commercial conference call service that each board member can dial into from wherever they are.

The meeting was adjourned at 1610.