

**UNC NROTC ALUMNI ASSOCIATION**  
**NAVAL ARMORY**  
**221 SOUTH COLUMBIA STREET**  
**CHAPEL HILL, NC 27514**  
**[www.uncnrotcaa.org](http://www.uncnrotcaa.org)**

Subj: BOARD OF DIRECTORS MEETING MINUTES of 3 November 2018

1. In accordance with Article III, Section 5 of the Association Bylaws and pursuant to a resolution of the Board of Directors in a regular meeting on 23 June 2018, the Board of Directors met in Chapel Hill, NC on 3 November, assembling at 8:30am.
2. The meeting was called to order at 8:40am and the following directors were present

In person:

- Eric S. Schneider, President
- Willard B. Stubbs, Secretary
- Terry C. Cline
- Steven P. Fish
- Robert J. Gionfriddo
- Steven Levesque
- S. Jay Plager
- Robert P. Riordan
- Captain Marc Stern, USN *ex officio*

By telephone:

- William H. Latham

9 of 13 duly elected directors being present or participating by telephone, pursuant to Article III, Section 8 of the Bylaws, a quorum was established for the transaction of business.

3. The President made brief remarks.
4. Director David L. Jackson joined the meeting.
5. The President invited Captain Marc Stern, USN, Commanding Officer of NROTC Unit North Carolina Piedmont Region, Professor of Naval Science and *ex officio* member of the Board to deliver remarks.
  - Captain Stern explained that the cost of the planning for re-purposing of the Naval Armory property by the University has set back the project such that no move-out will likely take place in the next two years. Captain Stern hopes to advocate for inclusion of the ROTC programs within the new building, taking advantage of the central location.
  - Captain Andy Hurtell, USN has been nominated as Professor of Naval Science and Commanding Officer. Vetting among the three Universities is in progress. Orders expected in January 2019. Change of Command planned for the last Friday in June 2019.
  - State based experiential learning funds (\$80,000) for 2018 have been expended; unfortunately the funding will not be repeated for 2019.

6. The following executive matters were considered and unanimously approved.



## Executive Matters

- Appointment of Ann Phillips as Scholarship Committee Chair
- Permission for UNC Athletics to use copyrighted material (specifically the photo archives) on our website for Military / Veteran's Appreciation Day, 17 November 2018

7. Secretary's report. Will Stubbs presented the following:



## Secretary's Report

"The secretary ... shall have the responsibility and authority to maintain and authenticate the records of the corporation." NC General Statutes § 55-8-40

- Maintains record of membership and eligible for membership (on website).
  - Maintains the Articles of Incorporation and Bylaws (on website).
  - Produces and maintains minutes of the Board of Directors, Annual Meeting and other relevant documents and legal records of the corporation (on website).
- ☐ PLEASE LOG-ON TO THE WEBSITE AND UPDATE YOUR INFO AND PREFERENCES  
(include preferred e-mail address, opt-out feature available)

	2018 Goal	YTD 2018 Nov 2018	% of goal	2017	2016	2015	2014
Total New /Renewing Members	120	69	57.5%	79	31	29	50

From 2001-2010: annual memberships averaged ~ 150 per year; life ~10 per year





## Secretary's Report

	11 Dec 2017	1 Nov 2016	Year over year change	Notes
Recorded LNC NCASC Alumni Graduates	2,040	2,040	+0	Master Database LNC GAA
Living alumni, staff & temporary members known to us	1,704	1,708	-4 (+2 graduates -22 deceased)	Master Database Constant Contact LNC GAA
Alumni, staff & honorary members w/ e-mail addresses in database	1,087	1,140	-53	8.3% increase
Alumni e-mail addresses (known)	104	122	-18	14% decrease
Opt-in's	62	72	-10	Who are they and why?
Net active contact list	993	1,042	-49	9.5% increase
Paid living members:	230	243	-13	5.8% increase
Life Members	193 total 175 living	208 total 186 living	+15	67.8% increase
Life Member (enrollment plan)	2	4	-2	Consistent with above
Multi-year Members	16	38	-22	75% increase
Annual Members	37	25	-12	32% decrease

### Alumni and Members By the Numbers

- Comprehensive update to database in October 2018:
  - 2040 total graduates documented
  - 1508 living alumni (-1%)
    - 232 (11%) alumni have passed away since last major update in 2009
  - 1042 active contacts (up 9.5%)
  - 122 bounces (down 9%)
- Membership: 243 (16% of living alumni)
  - Paid members up 5.6% this year
    - Life members up 7.3%
    - Multi-year members up 75%
    - Annual members down 32%
  - Life membership most popular: 78%
  - Multi-year membership has highest growth rate: 75% \*
    - \* Allowed high by gift of multi-year membership to recent grads by donors
- Participation rate among beneficiaries
  - DSA recipients: 100%
  - DAA recipients: 70%
  - Scholarship recipients: 35%
  - Connor Award recipients: ~25%
  - 1991 2017 graduates: 11.8%
    - 26% lower than average of 16% of eligible



## Secretary's Report

"The secretary ... shall have the responsibility and authority to maintain and authenticate the records of the corporation." NC General Statutes § 55-8-40

Starting in 2015, the Secretary & Treasurer embarked on a effort to straighten out our membership rolls, and particularly the Life Membership rolls. That work was mostly completed in the past month by comparing the membership enrollments, dates and payments in the Association's financial ledger. Note: we have financial records back to 2001.

- We cannot document payment or full payment of dues of eleven life members enrolled between 3/17/2008 and 2/6/2009 (a potential loss of \$3,400 in revenue). Possible explanations:
  - Life membership status recorded incorrectly. (assigned membership number before full payment).
    - Four had no record of payment whatever, seven had partial payments from 2002-2005.
  - Funds not deposited into the Association's account (lost checks?).
- Over payment made by one member. Will consult with that member to remedy.
- Life Member #170 name was not recorded on 7/3/2014
- Life Membership numbers audited and corrected.

8. Treasurer' report: Will Stubbs on behalf of James Collins presented the following:



## Treasurer's Report: Balance Sheet (31 Oct 18)

	2018 YTD 31 Oct 18	2017	2016	2015	2014
Assets / Member's Equity	\$149,608.17	\$117,871.57	\$72,230.26	\$67,558.78	\$75,016.89
Year over year change	\$31,736.60	\$45,621.97	\$ 4,671.48	(\$ 7,458.11)	(\$ 1,285.21)
% change	Up 27%	Up 63%	Up 6.9%	Down 9.9%	Down 1.7%

- Large growth attributed to Scholarship campaign; expect modest growth in future years.
- Expecting a contribution today which will take Scholarship Campaign past goal of net \$60,000 raised for permanent endowment of all three Scholarships.
- Scholarship, Connor Award and Dawson Library funds at stable long term funding levels
- Life Dues Endowment (\$52,565.76) is underfunded by \$21,834.24 for member level.
  - Attributed to deliberate spending policies during the period 2008-2015, now reversed. Puts strain on operating budget (Website, DAA/DSA awards)



## Treasurer's Report Income / Expenses (cash basis 31 Oct 18)

	2018 YTD	2017	2016	2015	2014
Income (Dues & Gifts)	\$36,441.50	\$45,643.50	\$13,553.22	\$1,715.87	\$ 3,760.74
Investment Income & Cap Gains	\$795.66	\$5,797.00	\$1,494.14	\$3,529.11	\$ 6,606.21
Total Income	\$37,236.16	\$51,440.50	\$15,047.36	\$5,244.98	\$10,366.95
Expenses	\$4,305.23	\$11,100.68	\$7,419.93	\$8,291.69	\$11,878.27
Net Gain/Loss	\$32,930.93	\$40,339.82	\$7,627.43	(\$ 3,046.71)	(\$ 1,511.32)

- Income from dues/gifts high (mostly scholarship gifts)
- Investment income: dividends / capital gain posting at year end expected to improve performance and achieve target 5% ROI. B&FO Committee oversees investment portfolio asset allocation.
- Expenses remaining stable, expect to cut expenses in 2019 by while maintaining current level of service





# Treasurer's Report Financial Conditions Noted

Operating income strained by membership levels – need to get to 100-120 membership participants annually to sustain existing program plan.

- Operating income YTD: \$2,342.66 (Dues \$1,718.66 + General Fund gifts \$624.00). Hopeful for additional \$1,800 in interest dividends and capital gains before years end. ~\$4,100 in income for \$4997.97 in budgeted expenses. Projected operating deficit ~ \$900, which is self-financed through life dues.
- Increased dues this year to \$25.00 annually (\$20.00 for 5 year members); \$400.00 for life members (\$450.00 on 3 year installment). Running a 6<sup>th</sup> year free special through 31 December.
- In order to meet operating budget and fund website tech refresh, forced to borrow \$5,550.00 from our life dues fund over last 2 years on a 4 year payback.
- Operating budget reduction planned for 2019 (\$546 Constant Contact eliminated; Bank charges down as capital campaign ends). Can break even with 80 new / renewing members and 5% ROI return.

Scholarship funding was in deficit, now 3 Scholarships (near) Fully Endowed

- 2001-2015: \$21,500 awarded / \$9,386 raised ~\$12,144.00 deficit
- 2016-2018: \$ 9,000 awarded / \$68,523.80 raised ~\$59,523.80 capital endowment

One third of Restricted Gift Endowment was depleted when we took over in 2016

- \$101,600 in restricted gifts / \$67,129 in total assets
- Minimum \$ 34,471 depletion
  - Spending down principal (identified net \$12K in Scholarships 2001-2015; \$17k in net grants to QDS; \$10.7k net Food & Beverage for Senior Dinners 2007-2015)
  - Not illegal, but not deemed a wise path for future
- In March 2016, the Board restored Connor and Dawson accounts to their rightful levels, and allocated the depletion to the Life Dues account, evenly spreading the "pain" across the Life Members' Equity.



# Treasurer's Report Budget Execution (31 Oct 18)

Category	Budgeted amount	Actual YTD
Awards expense (DAA/DSA)	\$525.00	\$493.39
Bank Charges	\$512.50	\$564.00
Miscellaneous, Business Software (Constant Contact account)	\$336.00	\$476.00
Postage & Shipping	\$70.00	\$0.00
Supplies, Business (New Quicken Software)	\$64.34	\$64.34
Supplies, Business (Office supplies)	\$40.00	\$23.31
Website expenses	\$3,450.13	\$2,135.36
Award- Connor Award expense	\$700.00	\$548.93
Midshipmen Scholarship expense	\$3,000.00	(\$3,000.00 today – not counted)
Dawson Library expense (capital improvements)	\$6,000.00	\$0.00
<b>Total</b>	<b>\$14,697.97</b>	<b>\$4,305.23</b>

9. Committee report: Budget & Financial Oversight. Steven Levesque presented the following; the budget amendment and continuing resolution were unanimously agreed to.



## Budget & Financial Oversight Committee Report

- Minor budget amendment proposed:
  - Add \$210 to Constant Contact funding line
  - Remove \$210 to Website funding line as offset
- 2019 Continuing Resolution proposed to permit the Treasurer to spend at 25% of 2018 authorized levels through 31 Mar 2019, when a 2019 budget is adopted or this CR is superseded, whichever occurs first.
- Monitoring budget execution and ROI closely for development of next years budget.
  - All officers and committees provide budget inputs to B&FO committee by 31 Jan 2019

10. Committee Reports: Governance & Bylaws. Jay Plager presented the following:



## Governance & Bylaws Committee Report

### Bylaws Amendments forwarded to the Board for consideration

- (published 5 days in advance, refer to forwarded language)
- 1. Various minor non-substantive edits and clarifications;
- 2. Technical change to Article III, Section 15, adding “knowingly” concerning directors’ liability for certain votes in violation of statute, the articles of incorporation, or the bylaws;
- 3. Incorporating the previously approved Article V on committees, and deleting the superseded article;
- 4. Adding a requirement that the Awards Committee, in recommending awards, shall determine that the Association has funds sufficient to pay the awards, and granting authority to offer a year of free membership to awardees;
- 5. Adding a new Article, creating an Advisory Council made up of persons interested in supporting the program and activities of the Association, appointed by the Board on recommendation of the President.

Because the proposals constitute a change to the bylaws which requires a majority of the elected board (not simply a majority of a quorum), an affirmative vote of seven is necessary to pass. Roll call votes were requested.

Votes	Items 1, 2, and 3 <i>en bloc</i>	Item 4
Schneider	Aye	Aye
Stubbs	Aye	Nay
Cline	Aye	Aye
Fish	Aye	Aye
Gionfriddo	Aye	Aye
Jackson	Aye	Aye
Latham	Aye	Aye
Levesque	Aye	Aye
Plager	Aye	Aye
Riordan	Aye	Aye
Vote tally	10 Aye; 0 Nay	9 Aye; 1 Nay

11. Bylaws amendment items 1 through 4 were adopted. Eric Schneider moved to set aside item 5 and table until the next Board meeting. Motion was seconded by Rob Gionfriddo. A voice vote was taken with eight board members voting in the affirmative, one in the negative and one abstention. Item 5 was deferred until the next meeting of the Board.



12. Committee report: Awards. Steve Fish presented the following:



## Awards Committee Report

- Presenting Distinguished Alumnus Awards to:
  - William O. McCoy, '55 and
  - CAPT Mikal Phillips, '97
- No Distinguished Service Award this year.
- Nominations for 2019 Awards will begin in March 2019 and will be done via electronic format from the Newsletter

13. Will Stubbs offered a motion to create by resolution of the Board an advisory committee as envisioned by Bylaws amendment (item 5, considered earlier) with terms of those appointed and approved expiring at the end of 2019. The motion failed to gather a second and failed.

14. Committee report: Scholarship. Rob Gionfriddo on behalf of Ann Phillips presented the following:



## Scholarship Committee Report

- 15 Candidates
- Narrowed to 5 for Board vote
- Congratulations to this year's Awardees:
  - MIDN 3/C Victor Perez
  - MIDN 3/C John Shea
  - MIDN 3/C Catherine Strong





## Scholarship Committee Report

- Budget: Target for sustainment, \$60,000
  - Current campaign contributions 2016-2018: \$59,523.80
- Considerations for future:
  - “Financial Need” as a criteria
    - Need NROTC Unit Staff Assist in assessment
    - How will we define “need” exactly?
    - Recommend: Work to define assessment criteria, then determine value as scholarship criteria and submit for Board Consideration and incorporation into selection process
  - How to reach “that student” = Poor GPA, PRT Fail, Academic probation, Great Aptitude...
    - “Most Improved” future scholarship or criteria?
  - Naming of third scholarship?
  - Hold or continue: start a fourth or look to increase the three we have?

15. Committee report: Events. Pat Connelly prepared the following slide and the board reviewed and discussed the content:



## Events Committee Report

- Fall Alumni Panel, 1 Nov 18
  - 13 Panelists (8 Alumni + 5 Junior Officers from Kenan-Flagler)
- Reunion Weekend Events 2/3 Nov 18
  - President’s Reception 1800, 2 Nov (22 Registrants)
  - Football Game/BBQ 1500, 3 Nov (54 Registrants)
- Veteran’s Day Ceremony (1100, 12 Nov 18)
- Sea Services Ball (16 Nov 18) (Duke NROTC Hosting)
- Military Appreciation Day Football Game (17 Nov 18)
- Spring Semester Events (All Dates: TBD)
  - Alumni Panel
  - Field Meet
  - Awards Day
  - Commissioning

16. Committee report: Membership Communications. Will Stubbs presented the following:



## Member Communications Committee Report

The Website and News Bulletins are the lifeblood of the Association

**Website:** [www.uncnrotcaa.org](http://www.uncnrotcaa.org)

**Major content overhaul in 2018:**

- Largest operating expense line item
- Master database is integrated.

☐ Please update your personal info!

**New Features (public):**

- Current Member List (alphabetically & by class)
- Deceased Alumni List (alphabetically & by class)

☐ Log-on and update info (if in database)

☐ Select privacy preference (if in database)

**Help us make this platform better:**

- ☐ Use the "Member's Suggestion Box" feature and tell us how to make it better.

### News Bulletin Content

- Highlight upcoming events:
  - Opportunities to interact with the Midshipmen
    - Advertise deadlines
    - Provide useful info / registration links
- Announce awards and accomplishments
- Recognize membership
- Recognize charitable giving
- New (returning) features:
  - "Taps"
  - "Now Hear This: Scuttlebutt"
    - ☐ Help make it a better product... send input for next News Bulletin, deadline is 10 Nov 2018 (Marine Corps Birthday)



## Member Communications Committee Report

2018 News Bulletins	Trend	28 Oct	22 Oct	1 Oct	22 Sep	16 Sep	27 May	29 Apr	31 Mar	9 Feb	22 Jan
Lead Story Topic		Current Member List	Current Member List	Current Member List	Current Member List	Current Member List	Current Member List	Current Member List	Current Member List	Current Member List	Current Member List
Sent	Up 4%	1170	1130	1074	1088	1085	1083	1082	1083	1084	1086
Delivered	Up 6%	1009	1044	961	972	975	979	940	945	941	952
Opened	403 on avg	375	440	391	401	442	438	395	398	375	390
Opened %	not	37%	39%	42%	42%	45%	45%	42%	42%	40%	42%
Closed	not	11	45	14	32	44	38	25	21	41	13
Bounced	Down 3%	122	88	113	126	124	120	142	136	143	134
Opt-outs	not	1	1	0	0	0	1	1	0	2	1

### News Bulletins

- 9 published, 1 to go in 2018
- Circulation data:
  - Sent: 1131, **up 4%**
  - Delivered: 1009, **up 6%**
  - Opened (average): 403
  - Living Members: 243
  - Readers but not members: **160**
    - Showing values / consuming information, worse indicated
  - Unsubscribed: 67
  - No e-mail address: **309**
- Database Host Platform
  - Not integrated with master database in the website (or GAA).
    - Desired future capability
  - Migrating from Constant Contact to Salesforce platform by 19 Dec. 2018
  - Savings of \$540.00 per year (or 21.6 sold memberships)





## Member Communications Committee Report

### Social Media:

- News Bulletins are simulcast on Facebook and Twitter
- Facebook: [@uncnrotcaa](#)
  - 101 likes, 105 followers
  - Some unsubscribe to News Bulletin but continue to follow on Facebook.
- Twitter [@uncnrotcalumni](#)
  - 9 followers (3 are directors)
  - ~20 engagements per tweet
- Next?:
  - Linked In
  - Instagram
  - Other?

☐ Please like and follow us on Facebook and Twitter

### Goals, Opportunities and Challenges

#### Goals:

- Transition to SalesForce by 19 Dec 2018 and successful OPTTEST
- Meet as a committee before next Board meeting to discuss improvement of products and results.

#### Opportunities:

- Survey our readers to understand preferences on News Bulletin, Social media, Website
- Convert some portion of the 160 "readers but not-members" to members.
- Better use of Facebook resources

#### Challenges:

- Harvest e-mail addresses for as many of the 309 alumni who have e-mail addresses
- Reduce the bounced e-mail list
- Gentle engagement with unsubscribed list to understand what the issues are.

17. Dawson Memorial Library. Rob Gionfriddo presented the following:



## Dawson Library Committee Report

- Conference Table Refurbishment
  - Local craftsman selected
  - Work to begin following Fall '18 semester
  - Completion prior to start of Spring '19 semester
- Barrister Bookcase Procurement
  - Original vendor POC identified/located
  - Additional coordination underway
- Leadership Lecture Series Sponsorship
  - Initial discussions conducted
  - Further coordination required

18. Old business / new business:



## Old Business

- Committee on Membership establishment
  - Provide a center of gravity to gaining/ retaining members. Assign for action? (EXCOM, Governance & Bylaws?)
- Officer and committee chair input on web design and improvement
  - July deadline OBE; need for budget planning for 2019. Input by end of 2018
- Name for 3<sup>rd</sup> Scholarship: to name or not to name (and if so, for whom?):
  - Recommendation in March 2019 (Scholarship)
- Transfer of restricted funds to UNC Development office:
  - Possible addition of the Johnson Award (Budget & Financial Oversight)

19. New Business: none.

20. Consider date, time and venue of the next Board Meeting. Proposed date of 9 March 2019 in Chapel Hill, NC. The date was unanimously agreed to.

21. Motion to adjourn offered by at 9:54am. Approved by vote of 10-0.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Willard B. Stubbs".

Willard. B. Stubbs, Secretary  
UNC NROTC Alumni Association