



Superintendent's Agenda Items

Maj. Gen. Cedric T. Wins '85

September 17, 2024

Summer Highlights



JROTC Camp



Taiwan Visit



Cadets in Poland



NROTC turns 50



Entrepreneurship



Research



Recognition



Fall Semester: Key Dates

AUGUST 2024						
SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

10-11: Cadre returns

17: Matriculation

20-21: House Mtn. Climb

25: Corps returns

25: Crucible

27: Classes begin

SEPTEMBER 2024						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

4: Academic Convocation

6-7: '79, '89, '99 Reunions

16-18: Board of Visitors

20-21: '09, '14, '19 Reunions

23-25: AMCSUS Conference

10-weeks: Rat Challenge

OCTOBER 2024						
SUN	MON	TUE	WED	THU	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

1: Health & Wellness Fair

4-6: Fall FTX

3: Steamboat Debate

11-12: Admissions Open House

18-20: Family Weekend

28-29: 15th Annual Leadership & Ethics Conference

NOVEMBER 2024						
SUN	MON	TUE	WED	THU	FRI	SAT
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

8: Founders Day & Institute Society Dinner

8: Rat Olympics

12: Corps Thanksgiving Dinner

15-16: Admissions Open House

22: Ring Figure

23-Dec.1: Thanksgiving Furlough

DECEMBER 2024						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

6: Lexington Christmas Parade

10: Corps Holiday Supper

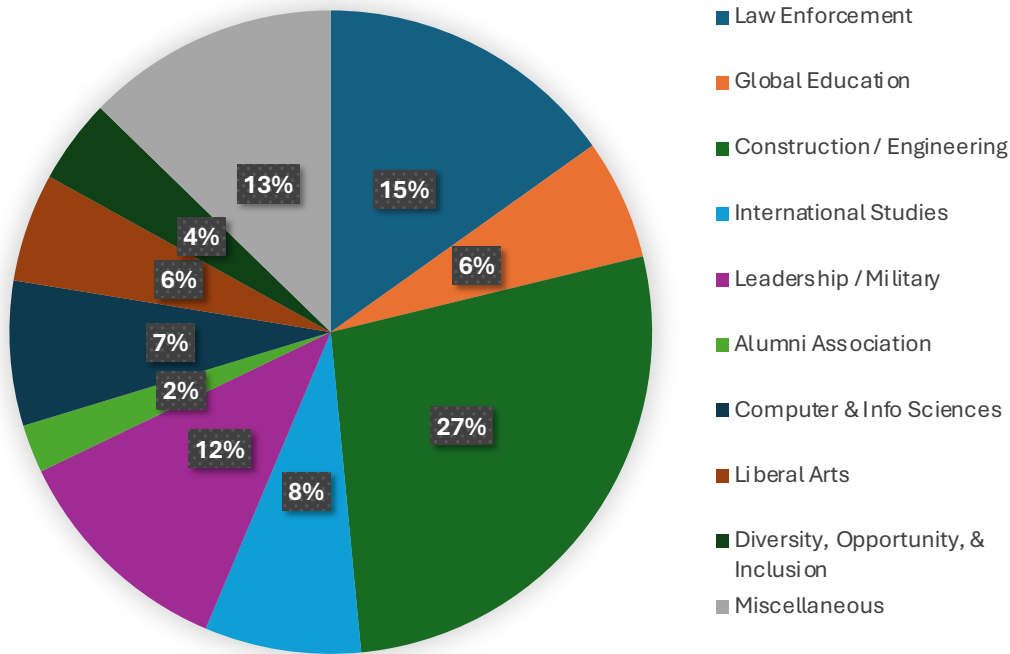
13: Reading Day

14-18: Exams

20: Commencement

2023 – 2024 Speaker Recap

VMI Guest Speakers by Discipline



Special Guest Speakers:

- VCSAF Gen James Slife
- Former Secretary of the Army, Ryan McCarthy, '96
- US Army Chief of Chaplains, MG William Green
- Governor of Virginia, Glenn Youngkin
- BG (and author) Jeff Smith, '79
- Chief of Defense, Sweden, LTG Michael Claesson
- Director of US Secret Service, Ms. Kimberly Cheatle
- MG Christopher LaNeve
- BG Christopher Burns

Diversity Guest Speakers:

- Steffanie Easter, Acting Asst. Sec. Army
- Ms. Raven Solomon, "Generational Differences"

Alumni Speakers:

- Promaji Alumni Panel
- ERHS Alumni Forum

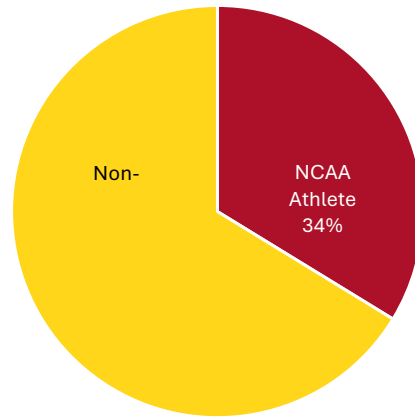
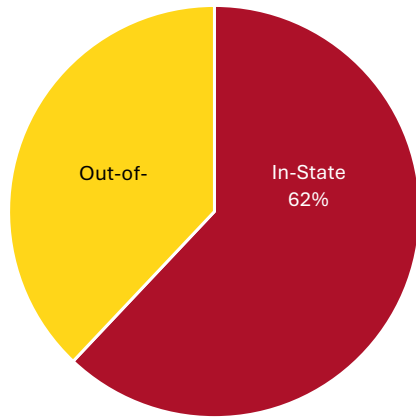
Total Guest Speakers:

209





Matriculation: 2025+3



26 States, 3 Territories
7 Countries

Matriculated:

498

Women:

86



2024 – 2025 Priorities / Focus Areas

Meetings with each individual athletic team, all classes, cadet leaders, Honor Court, cadre. Key messages:

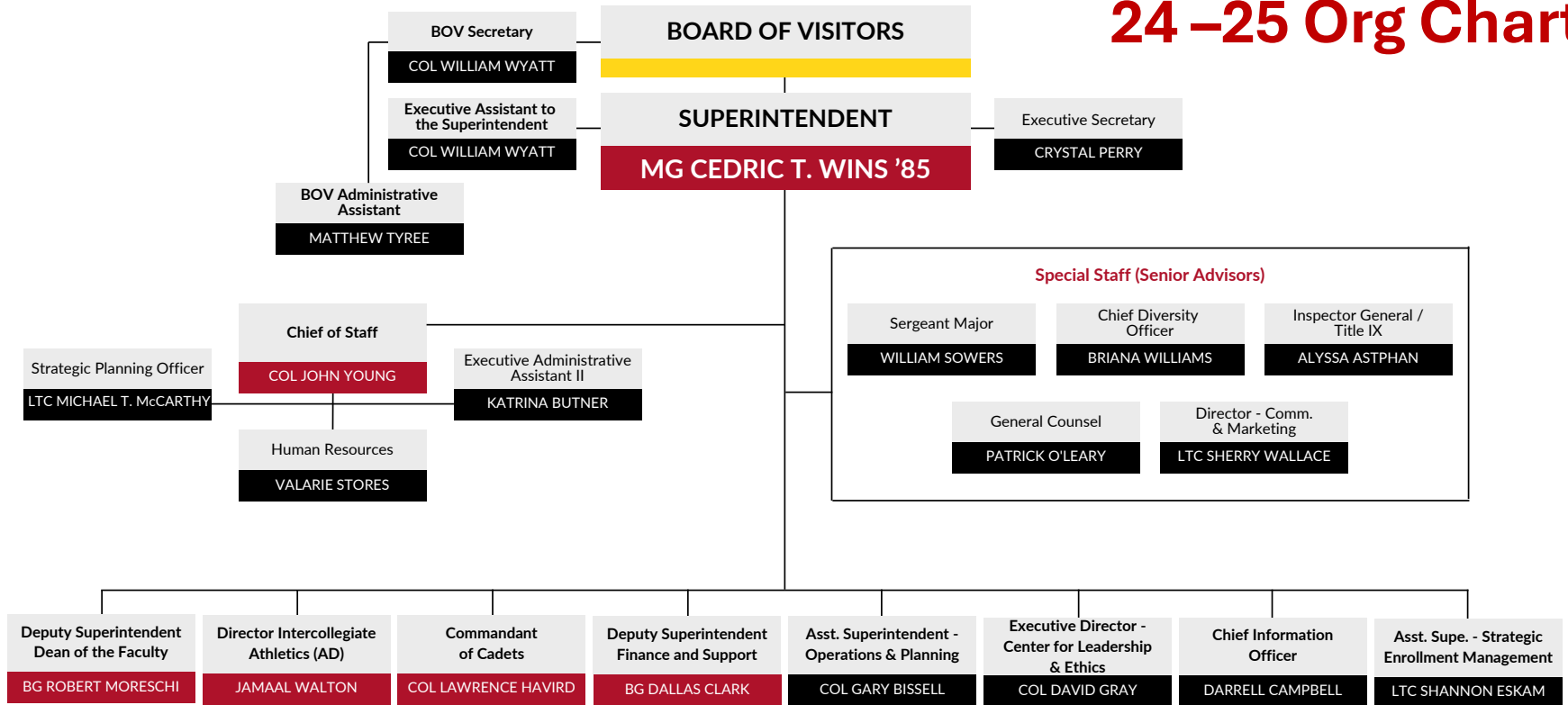
- Honor Code: Always choose the hard right over the easy wrong. Do not compromise integrity.
- VMI spirit: The Corps of Cadets should demonstrate their pride in VMI in every endeavor.
- Conduct / discipline expectations: The Corps of Cadets should uphold and enforce standards. Failure to do so sets new, lower standards.
- VMI brand: The conduct and appearance of members of the Corps of Cadets, good or bad, reflect the actual VMI brand.
- Dykes: Rats are your legacy. Your leadership matters

Focus areas for members of the executive leadership team for this academic year:

- Conduct affordability analysis and present options on controlling tuition costs.
- Present options for 5th year cadets.
- Meet or exceed admissions goals set for the 2024-2025 recruitment cycle.



24-25 Org Chart



New Leaders in Key Positions



Col. Lawrence Havird '90
Commandant



Jamaal Walton '07
Athletic Director



Lt. Col. Shannon Eskam,
Ed.D.
Strategic Enrollment
Management



Lt. Col. Sherry Wallace
Communications &
Marketing



Col. Andrew Luna, Ph.D.
Institutional Research,
Assessment & Analytics



Attorney General Policy Guidance

Attorney General encouraged schools to revisit codes of conduct and facility use policies. School policies should:

- Prohibit conduct that disrupts the functions of an institution
- Establish rules to address efforts to prevent a speaker from being heard
- Student codes of conduct should address conduct that violates law
- Require student to inform institutions of criminal charges
- Prohibit masking to conceal identity
- Strengthen language concerning the construction of tents / encampments

GO 72 modified 9/12/24 by Institute Policy Committee. GO 96, as well as Blue Book language to address violations of law, under review.



Upcoming Highlights – Center for Leadership & Ethics



Open to the Community
Please register!

SHOULD UNDOCUMENTED IMMIGRANTS TO THE U.S. BE ACCOMMODATED OR DEPORTED?

A Braver Angels debate sponsored by the Building BRIDGES Club and the Center for Leadership and Ethics; in collaboration with Southern Virginia University, Mountain Gateway Community College and Washington and Lee University

WHERE: VMI MARSHALL HALL WHEN: SEP 26TH, 7-9PM

For more information, contact COL Dimitrova-Grajzl: Dimitrova-grajzlp@vmi.edu

The Steamboat Institute, in partnership with VMI Center for Leadership and Ethics, is proud to present a compelling debate on the following question:

Should the U.S. use its diplomatic and military power around the globe to ensure America's national security?

THURSDAY
OCT 3
7:00 - 8:30 PM ET
VIRGINIA MILITARY INSTITUTE


Debate featuring
JOHN BOLTON and **VIVEK RAMASWAMY**
Moderated by **TOM ROGAN**





The Steamboat Institute | CAMPUS LIBERTY TOUR | VIRGINIA MILITARY INSTITUTE | CENTER FOR LEADERSHIP & ETHICS | EDUCATE. ENGAGE. INSPIRE. | JOSEPH COOPER FOUNDATION

Leading into the FUTURE



Annual Leadership & Ethics Conference

Oct. 28 – 29, 2024



Enrollment Management Update

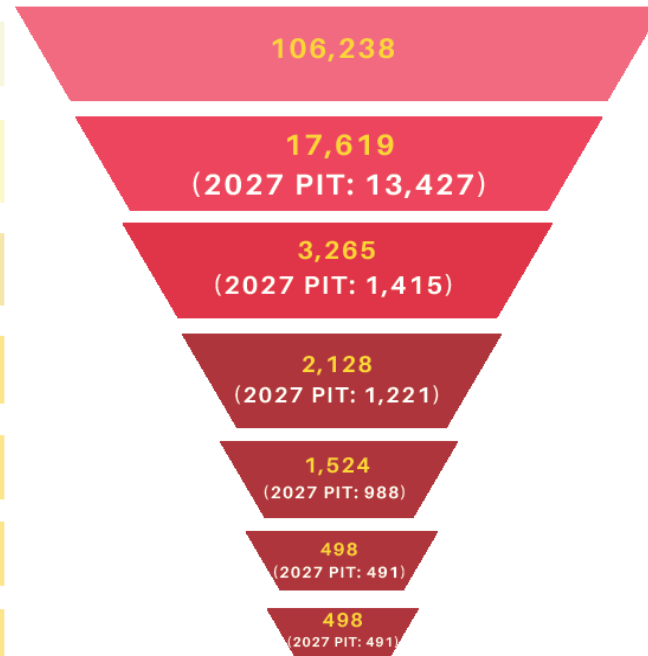
Lt. Col. Shannon Eskam, Ed.D.



FALL 2024 ADMISSIONS FUNNEL

RAT MASS 2025+3 | VMI CLASS OF 2028

Total Seniors in Admission Funnel		
M: 45% F: 54% Unk: 1%		VA: 29% Non-VA: 61%
Total First Year/Transfer Inquiries		
M:49% Female: 49% Unk/NR: 2%		VA: 40% Non-VA: 59% Unk: 1%
Total Applications (Incomplete and Submitted)		M:74% F: 24% Unk: 2%
VMI App: 1042 Common App: 2396 (Both: 173)		VA: 38% Non-VA: 57% Unk: 5%
Applications Submitted		M: 78% F: 22%
VMI App: 515 Common App: 1613		VA: 41% Non-VA: 59%
Conditional Appointments		M:78% F:22%
		VA: 43% Non-VA: 57%
Deposits		M: 83% F: 17%
		VA: 62% Non-VA: 38%
Full Reservations	M: 83% F: 17%	PIT 2026: 374 PIT 2025: 492
	VA: 62% Non-VA: 38%	PIT 2024: 519



END OF CYCLE
REPORT AUGUST 2024



Admission Data



- 31% increase in inquiries
- 74% increase in applications
- 1,524 appointments
- 498 matriculants
- Acceptance rate: 72%
- Yield rate: 33%
- Avg FTF HSGPA: 3.60
- Avg FTF Academic GPA: 3.22
- Avg Transfer GPA: 3.3 (30 transfers)
- Class Rank
 - Top quarter: 29%
 - Second quarter: 38%
 - Third quarter: 25%
 - Fourth quarter: 8%
 - 235/498 unranked

Demographic Data



- In-state: 62%
- OOS: 38%
- Male: 83%
- Female: 17%
- White: 74%
- Racial minority: 25%
- Not reported: 1%
- Non-Hispanic: 87%
- Hispanic: 12%
- Not reported: 1%

MT Attributes



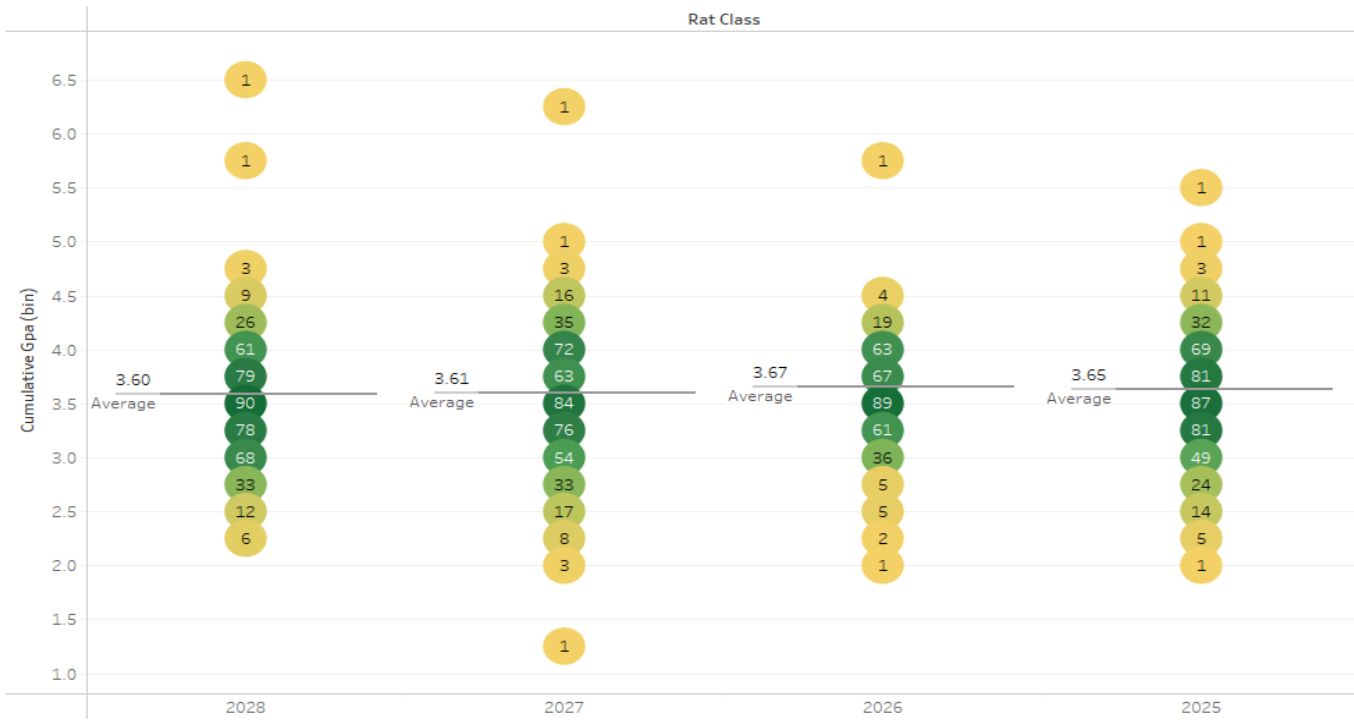
- 34% NCAA athletes
- 38% attended Open House
- 38% attended STP
- 13% alumni relatives
- 51% liberal arts/ 49% STEM
- 15% National Honor Society
- 24% JROTC
- 61% played HS sports
- 18% music/band/chorus
- 29% held leadership position(s)
- 36 states (plus D.C./Guam) and 7 countries

'25+3 Class Profile





Traditionals Cumulative GPA spread by Rat Class for Matriculated



Rat Class	Cumulative Gpa (bin)																	
	1.25	2.00	2.25	2.50	2.75	3.00	3.25	3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.50	5.75	6.25	6.50
2028			6	12	33	68	78	90	79	61	26	9	3					1
2027	1	3	8	17	33	54	76	84	63	72	35	16	3	1			1	
2026			1	2	5	5	36	61	89	67	63	19	4			1		
2025			1	5	14	24	49	81	87	81	69	32	11	3	1	1		

Traditionals with Cumulative GPA for Matriculated			
Rat Class			
2028	2027	2026	2025
467	467	353	459

Cancellation Data

Cancel Before Deposit: 972 (captured 30%)

- Attending one of the Federal Service Academies/prep schools
- Attending another SMC (VT, Citadel, Texas A&M)
- Want ROTC, but not a full-time military school experience
- More competitive scholarship/FA offers at other schools
- Enlisting
- Athlete attending another school
- Financial reasons/tuition too expensive
- Major not offered

Cancel After Deposit: 28 (captured 72%)

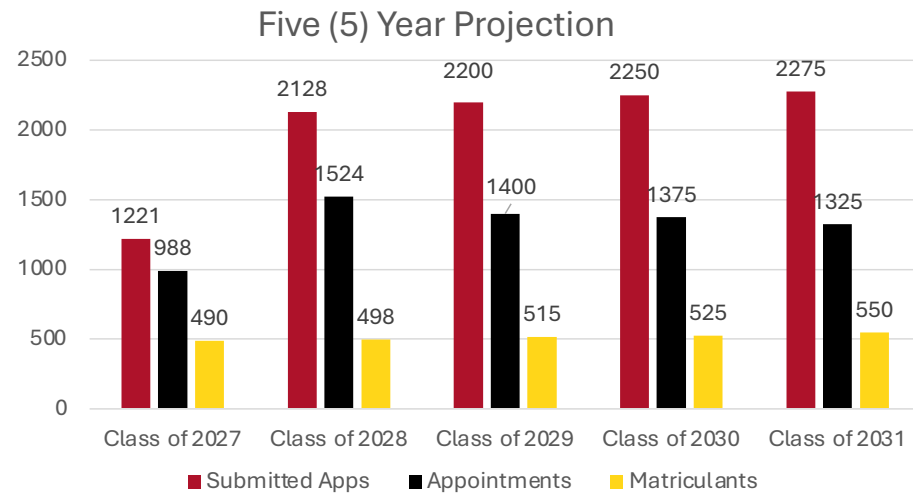
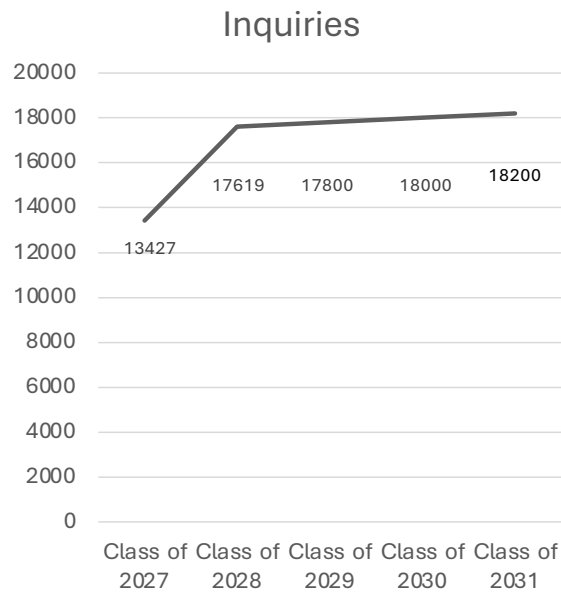
- Appointment to JMC/SMC/FSA
- Cost to attend/finances
- Agreement to attend JMC with guaranteed acceptance to FSA in 1 year.
- Enlisting
- Attending another college

Cancel After Reservation: 22 (captured 85%)

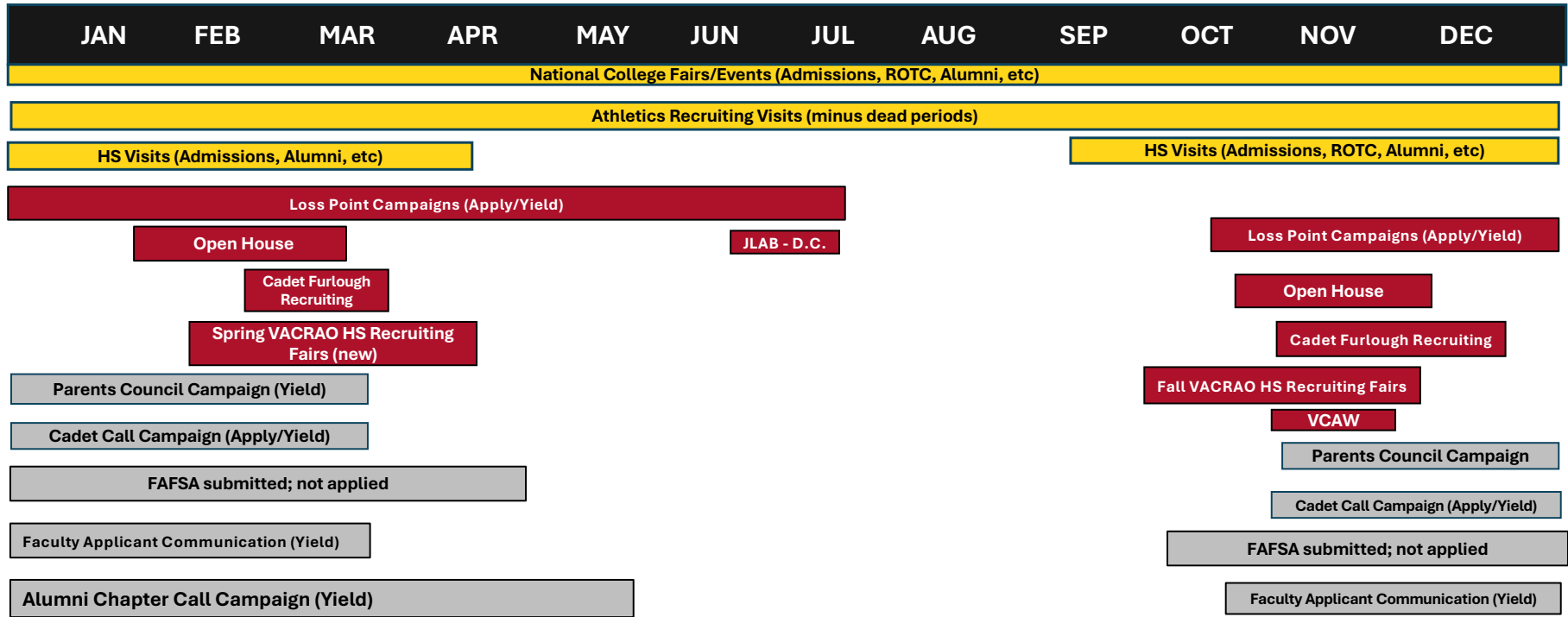
- Enlisting and couldn't start classes until late fall; will reapply next year
- Finances/cost to attend (out of state)
- Appointments to Federal Service Academies (15 June 2024)
- Major not offered (nursing)
- ROTC scholarship at another school/JMC/SMC
- Athlete going to another school



Rat Mass Projections 2028 - 2031



Class of 2029 Recruiting Timeline



- Goals:
- 1) 350+ recruiting events
 - 2) Add 3,500 inquires to admissions funnel



Financial Aid Updates

FAFSA: Where We Have Been

- November 15, 2023: ED announces 24/25 FAFSA not available until December 31; corrections unavailable until late January
- December 15, 2023: ED announces FAFSA release will be a 'soft launch'
- December 30, 2023: FAFSA opens with significant outage periods and various issues
- January 30, 2024: ED announces ability to make corrections is delayed until first half of March
- February 20, 2024: ED announces resolution for FAFSA contributors without a SSN ; ; release 9-step temporary workaround
- March 12, 2024: ED announces most contributors without SSN can complete FAFSA
- March 15, 2024: Large amounts of ISIRS (FAFSAs) have students applying for unsub loans only; ED changes wording later on
- March 25, 2024: ED announces delay in FAFSA corrections ability until first half of April
- April 4, 2024: ED announces it will reprocess all ISIRs (FAFSAs) impacted by IRS data issue in the first half of April
- April 9, 2024: FSA sends letter to college presidents encouraging schools to begin packaging awards
- April 11, 2024: ED announces they are in final stage of testing student corrections
- April 15, 2024: Ability to for students to make corrections opens
- April 17, 2024: ISIRs (FAFSAs) impacted by asset issues reprocessed
- May 1, 2024: ISIR (FAFSA) reprocessing again to fix school code selection error
- May 10, 2024: Manual school corrections on FAFSA Partner Portal delayed until end of June; batch corrections available after that
- May 17, 2024: FSA indicated they will work on reprocessing ISIRs (FAFSAs) with blank SAIs
- June 6, 2024: Reprocessed ISIRs with blank SAI, blank verification, etc. will be delivered
- June 17, 2024: FSA issues guidance on how to treat conflicting information, including manual resolution process for some items
- July 3, 2024: FSA announces where DPA's cannot make the manual corrections, no workaround available
- July 9, 2024: DPA issue is resolved
- July 11, 2024: Paper FAFSAs are still not being processed
- July 17, 2024: ED selected files for verification last minute (after we and other schools already awarded)
- July 24, 2024: FSA amends June 17 guidance on resolving conflicting information
- July 30, 2024: FSA announces it will not open batch corrections for the 24/25 cycle. Also announces the delay of several other functions needed (ISIR (FAFSA) compare, requesting YTD ISIRs (FAFSAs), etc. that are delayed until 2026/27
- July 30, 2024: Paper FAFSA processing delayed until end of September

Key:

yellow = financial aid office impact

Grey = student impact

Since the Consolidated Appropriations Act was signed into law in 2021:

- 30 Department of Education Errors
- 47 Late announcement or releases by ED/FSA



Financial Aid Updates

FAFSA: Where We Are Going

- 2025-26 FAFSA delayed until December 1, 2024
 - Systemic issues:
 - Batch corrections still not open
 - Ability to complete Verifications still not open
 - Full functionality of needed federal websites not available
 - Student information systems still lacking needed information
 - Guidance continues to change
 - FVT/GE reporting deadlines still not delayed, despite known issues from ED's own data
 - 2025-26 system setup will continue, strive to be on track for December 1 opening date (regardless of issues/delays)
 - We will operate much the same as we did for this academic year in getting our offers out as soon as possible





Student Aid Index Changes / Impact

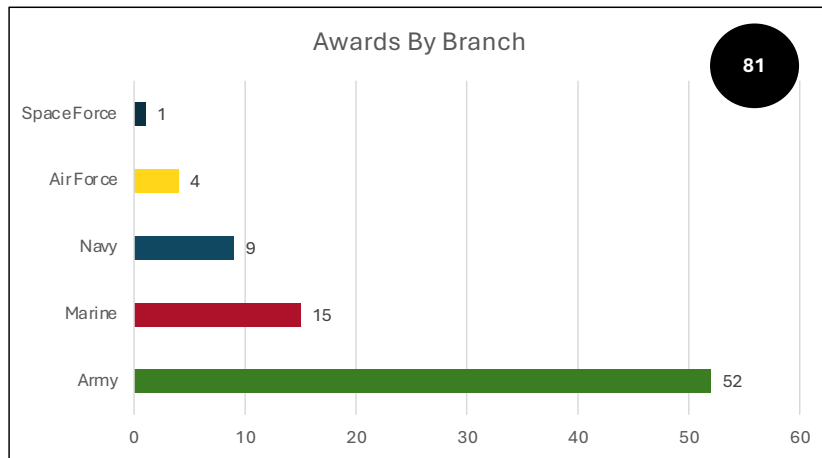
Receiving Less Aid			
Total	154		
Average	\$ 7,963.00		
	Count	Average	
In-State	95	\$ 5,974.00	
Out-State	59	\$ 11,164.00	
Class of 2027	76	\$ 9,029.00	(46 in/30 out)
Class of 2026	37	\$ 9,340.00	(19 in/18out)
Class of 2025	39	\$ 4,837.00	(28 in/11 out)
Class of 2024	2	\$ 2,915.00	(both in)

Receiving More Aid			
Total	101		
Average	\$ 5,173.00		
	Count	Average	
In-State	75	\$ 4,819.00	
Out-State	26	\$ 6,195.00	
Class of 2027	39	\$ 5,856.00	(27 in/12 out)
Class of 2026	29	\$ 3,971.00	(26 in/3 out)
Class of 2025	31	\$ 5,138.00	(20 in/11 out)
Class of 2024	1	\$ 3,898.00	(in)
Class of 2023	1	\$ 15,811.00	(in)

Flat			
Total	323		
Average	n/a		
	Count	Average	
In-State	182		
Out-State	141	n/a	
Class of 2027	119	n/a	(67 in/52 out)
Class of 2026	89	n/a	(54 in/35 out)
Class of 2025	111	n/a	(58 in/53 out)
Class of 2024	4	n/a	(3 in/1 out)

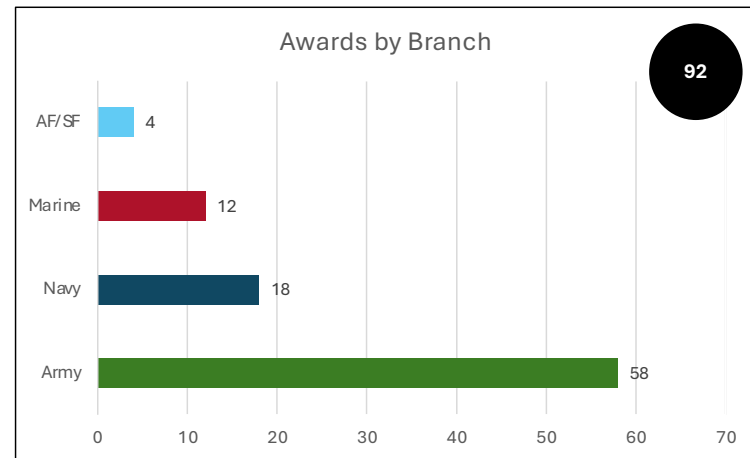
Call to Duty Update

Class of 2027



262 Unduplicated Applicants

Class of 2028

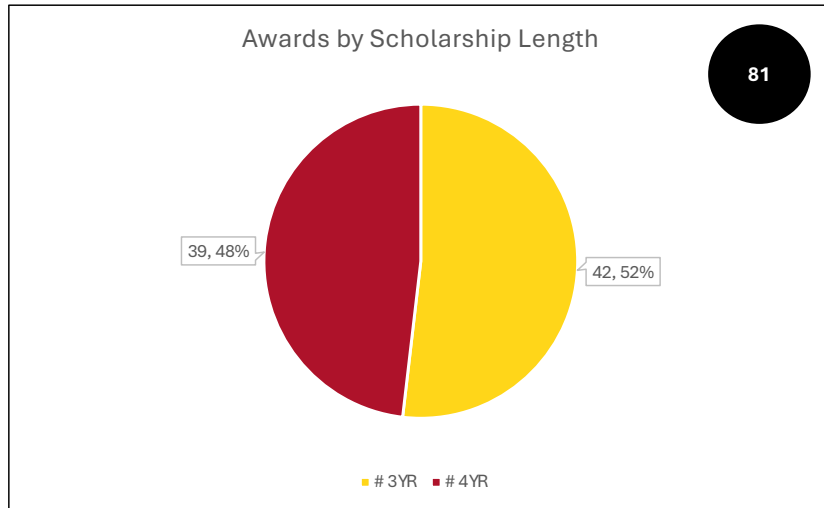


313 Unduplicated Applicants

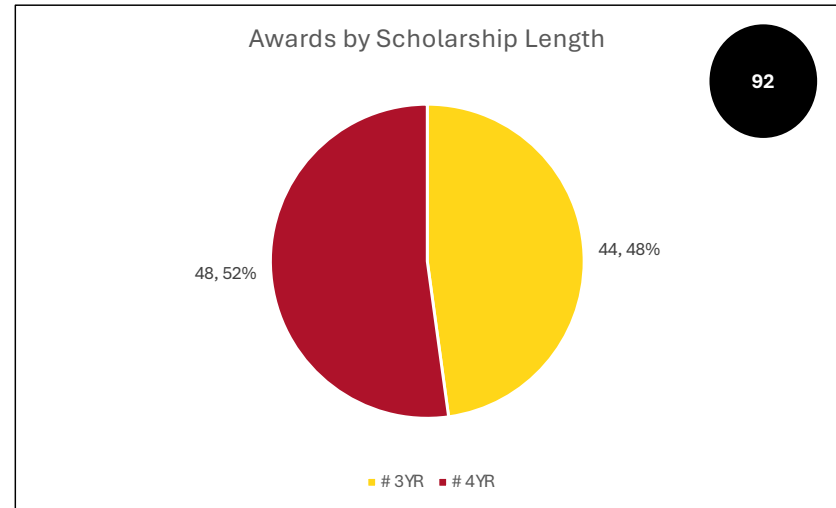


Call to Duty Update

Class of 2027



Class of 2028



Academics Update

Brig. Gen. Robert Moreschi, Ph.D.



Academic Performance

Average Cumulative GPA in May: Total Corps					
	2019-20	2020-21	2021-22	2022-23	2023-24
1 st class	2.972	2.978	3.099	3.033	3.069
2 nd class	2.884	3.011	2.938	2.994	2.987
3 rd class	2.868	2.846	2.889	2.844	2.924
4 th class	2.609	2.743	2.617	2.613	2.705
Total	2.87	2.89	2.88	2.88	2.92

Fall Semester Suspension and Academic Probation		
	Suspended cadets	Ac Pro cadets
FL24	42 (2.8%)	59 (3.9%)
FL23	41 (2.6%)	47 (3%)
FL22	35 (2.3%)	49 (3.2%)





Changes to the Academic Program and Management

Advisors for Postgraduate Scholarships and Pre-Professional Programs - Reporting to Dean of Faculty through Associate Dean for Academic Affairs - NEW			
Bell, Wade E.	Col.	Pre-Professional Program Advisor: Health Professions	BI
Eichholz, Patrick	LTC	Marshall Scholarship Faculty Advisor	ERHS
Feinauer, David	COL	Goldwater Scholarship Faculty Advisor	ECE
Heuer, Vera	Dr.	Truman Scholarship Faculty Advisor	IS
Kendrick, Jeff	COL	Fulbright Scholarship Faculty Advisor	Global Education
Knepper, Steven E.	COL	Rhodes Scholarship Faculty Advisor	ERHS
Passmore, Timothy	MAJ	Pre-Professional Program Advisor: Law	IS
Blunda, Christopher	MAJ	Gates Cambridge Scholarship Faculty Advisor	HI
Strategic Recruitment and Retention Faculty Advisory Committee - Reporting to Dean of Faculty - NEW (combined advisory committees)			
Altmann, Craig	MAJ	Strategic Recruitment and Retention Faculty Advisory Committee	ME
Azab, Mohamed M.	Dr.	Strategic Recruitment and Retention Faculty Advisory Committee	CIS
Braun, Kevin L.	LTC	Strategic Recruitment and Retention Faculty Advisory Committee - Chair	CH
Christenson, Joel	LTC	Strategic Recruitment and Retention Faculty Advisory Committee	HI
Herald, Meagan C.	LTC	Strategic Recruitment and Retention Faculty Advisory Committee (merit scholarships)	AM
Iten, Michelle	LTC	Strategic Recruitment and Retention Faculty Advisory Committee	ERHS
Manjerovic, Mary Elizabeth	LTC	Strategic Recruitment and Retention Faculty Advisory Committee	BI
Passmore, Timothy	MAJ	Strategic Recruitment and Retention Faculty Advisory Committee	IS
Pathirana, Walive	Dr.	Strategic Recruitment and Retention Faculty Advisory Committee	PY
Perry, Chase	LTC	Strategic Recruitment and Retention Faculty Advisory Committee	Admissions
Pierce, Allyson	LTC	Strategic Recruitment and Retention Faculty Advisory Committee	MAC
Sen, Tinni	COL	Strategic Recruitment and Retention Faculty Advisory Committee	ECBU
Sheikh, Ammad	LTC	Strategic Recruitment and Retention Faculty Advisory Committee	Career Services
Sunnen, Donald	COL	Strategic Recruitment and Retention Faculty Advisory Committee	MLC
Whitehead, Aubrey	MAJ	Strategic Recruitment and Retention Faculty Advisory Committee	PS
New Department Heads			
Johnson, Jack B.	COL	Department of Human Performance and Wellness	
Smythe, Ashleigh B.	COL	Department of Biology	
Sullivan, Gerald A.	COL	Department of Mechanical Engineering	

Cadet Academic Recovery (CAR) Program

- Required of all cadets on academic probation
- Regular meetings with Miller Academic Center (MAC) staff (Academic Support Coordinators), plus academic advisor and instructors
- Attend Group Study Sessions and tutoring sessions, if offered
- CAR meeting topics
 - Study skills
 - Note taking
 - Daily planner/habits
 - Goal setting
 - Test-taking strategies
 - Overcoming procrastination
 - Time management





MILLER ACADEMIC CENTER

Cadet Academic Recovery Program Contract

I, _____, understand that I do not meet the current VMI Academic Standards and as a result have been placed on academic probation. I do hereby agree to abide by the following requirements of the Cadet Academic Recovery (CAR) Program and understand that completion of this program is mandated by the Dean of Faculty to regain good academic standing at VMI.

Cadet Responsibilities & Expectations

I acknowledge that I must:

- Create an action plan with the Academic Support Coordinator that includes clear academic goals and the means by which I will meet them,
- Attend individualized one-on-one meetings with a MAC staff member a minimum of 3 times throughout the semester,
- Attend at least 3 Student Success Workshops hosted by the MAC during the semester,
- Schedule and attend at least 1 check-in with my major advisor prior to midterm and all course instructors within 6 weeks of the start of the semester,
- Attend at least one GSS or tutoring session each week, if available, for any courses I am repeating in which I previously earned below a C or any courses in which I receive below a C at midterm or grading period 3,
- Keep a daily planner updated with exam and coursework due dates, progress meetings, etc.

Consequences for Non-completion of CAR Program and/or CAR Program Activities

I understand that if I fail to complete the required CAR Program activities, I may not be placed back into 'good standing,' even if I meet the Academic Standards. Additionally, I understand that if I fail to attend a scheduled meeting with MAC staff/my advisor/course instructor while in the CAR Program that one or more of the following may occur:

- A specified number of demerits may be awarded via the commandant's staff,
- A specified number of tours may be assigned via the commandant's staff,
- A set time of confinement may be given via the commandant's staff.

I, _____, acknowledge that I have read and understand the terms and conditions outlined in this Cadet Academic Recovery Program contract. I commit to adhering to these terms and actively participating in the program to enhance my academic performance throughout the semester and beyond.

Cadet Signature

Date

MAC Staff Signature

Date

Academic Regulations and 5th Year Cadets

Current Policy

- All cadets must be enrolled in at least 12 credit hours/semester → FT status
- Cadets returning for a 9th/10th semester must be FT and not have completed their degree requirements

Prior Policy – 1986

- No cadet may remain as a student at VMI after receiving a diploma. However, if a cadet who meets the requirements for graduation in four years wishes to remain for up to one additional year, he may request postponement of graduation in order to pursue an enhanced program, such as a double major, a minor, a concentration, or an improved Grade Point Average. Such a cadet must carry at least 12 semester hours and meet all other requirements for enrollment in the Institute.

New NCAA Eligibility Policy

- If you are enrolled in less than a full-time program, you are eligible to compete only if you are enrolled in the last term of your degree program and are carrying credits necessary to finish your degree.

Questions

- Should cadets be allowed to remain for a 9th or 10th semester but carry part-time credit status?
- Should VMI return to the 1986 policy or some variant?



Artificial Intelligence / Machine Learning

Current

- Each academic department sets its own guidance on use of AI in work for grade
- Individual instructors can set use policy in classroom, consistent with department policy
- Many existing software products use AI: Microsoft Office Suite, Colleague, Canvas, MATLAB, etc.

AY 24-25

- Ad hoc committee of faculty/staff/cadets to review institute work for grade policy
- Institutional policy for use of AI, risk management, bias understanding
- Education of cadets within the honor code, but also understanding opportunities and limits
- Ongoing conversations amongst VA Higher Ed institutions regarding Governor's EO 30



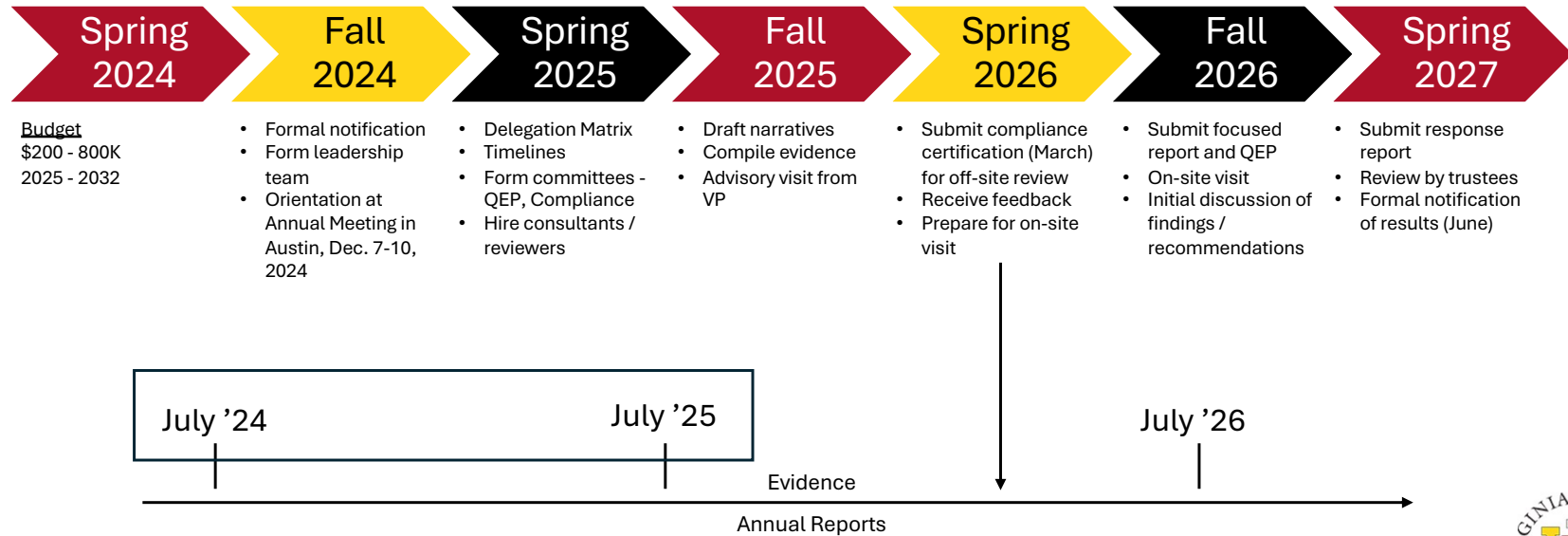
Reaccreditation Process

Accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) signifies that the institution:

- Has an appropriate mission
- Has resources to accomplish the mission.
- Articulates educational objectives, demonstrates progress in pursuit of those outcomes.
 - Institutional effectiveness



Reaccreditation Timeline



Reaccreditation Outlook

Immediate Attention

- VMI regulations need to be updated ASAP (in progress)
- Strategic plan (must show that it is integrated, “ongoing,” and evaluated with data)
- Admissions – standards, marketing

Monitor, Manage, Prepare

- Assessment of student learning (new requirements, core curriculum)
- BOV governance, self-evaluation
- Quality Enhancement Plan
- Distance learning
- Staffing / budget

New to Accreditation

- Admissions director
- Associate director of Institutional Research
- Executive officer / Board secretary
- Chief information officer
- Chief of staff
- Strategic planning officer
- Strategic enrollment / Financial aid director
- Human resources director
- Miller Academic Center director
- Librarian
- Registrar



Reaccreditation Process

Preplanning

1. Budget allocation (\$200,000 – \$800,000+ between Fall 2024 and 2032)

Fall 2024

1. Notification from SACSCOC Fall 2024
2. Form leadership team (LT)
 1. Brig. Gen. Moreschi (Chair)
 2. Brig. Gen. Clark
 3. Col. Andrew Luna (SACSCOC liaison)
 4. Col. John Young
 5. Col. Ley Havird
 6. Darrell Campbell
 7. Lt. Col. Shannon Eskam
3. LT attends SACSCOC Annual Meeting – Dec., Austin

Spring 2025

1. Create delegation matrix
2. Establish timelines
3. Form committees (Compliance Certification / QEP)
4. Hire external reviewer / consultants

Fall 2025

1. Draft narratives
2. Compile documentation / evidence
3. Optional advisory visit

Spring 2026 (March)

1. Submit CC for off-site review

Fall 2026

1. Submit focused report & QEP
2. Prepare for on-site

Spring 2027

1. Submit response report



Finance & Services Update

Brig. Gen. Dallas Clark '99



FY 2024 Operating Budget Results

- The FY 2024 Budget projected an overall deficit for major programs (E&G, AUX, UMA, Athletics) of \$5.6M.
- E&G (Education and General) ended the year with a surplus of \$2.16M versus a projected deficit of \$1.1M.
- The E&G program, consisting mainly of State operating funds and tuition revenue, benefitted from vacancy savings and new non-programmed State funding, leading to the surplus.
- Auxiliary and Unique Military Activities are fee-driven programs and were impacted by waived fees and lower enrollment. AUX and UMA ended FY 2024 with deficits of \$792K and \$366K, respectively. The combined deficit of \$1.16M was significantly less than the projected total deficit of these two programs of \$2.8M.
- Athletics, which also relies on fees for revenue, ended the year with a deficit of \$846K. This was much less than the projected deficit of \$1.7M and due primarily to significantly greater NCAA funding distributions than budgeted.



FY 2025 Notable Budget Impact Items

- Opening day enrollment was positive yet challenges remain as the overall “enrollment cliff” approaches.
- VMI is focused on retention and is aggressively working this issue from multiple angles.
- The General Assembly is currently providing funding in FY25 and FY26 to help offset a portion tuition and fees waived through the Virginia Military Survivors and Dependents Education Program (VMSDEP).
- The General Assembly’s Pell Initiative provides funding for several positions, as well as enhanced recruiting and retention efforts through a four-year grant which ends at the conclusion of FY27.



FY 2025 Notable Budget Impact Items

- FAFSA Changes expected to reduce federal aid for some upper-class cadets – VMI will likely need to provide additional institutional aid to ensure retention of these cadets.
- Full funding from the VMI Foundation for Call to Duty is only guaranteed for the Class of 2027. VMI will use institutional aid to help fund Class of 2028 and beyond. Available funding could result in reduction to the program in future years.
- Fee dependent programs including AUX, UMA, and Athletics will still face budgeted operating deficits in FY 2025 and FY 2026 until smaller classes progress to graduation.



Commandant Update

Col. Lawrence Havird



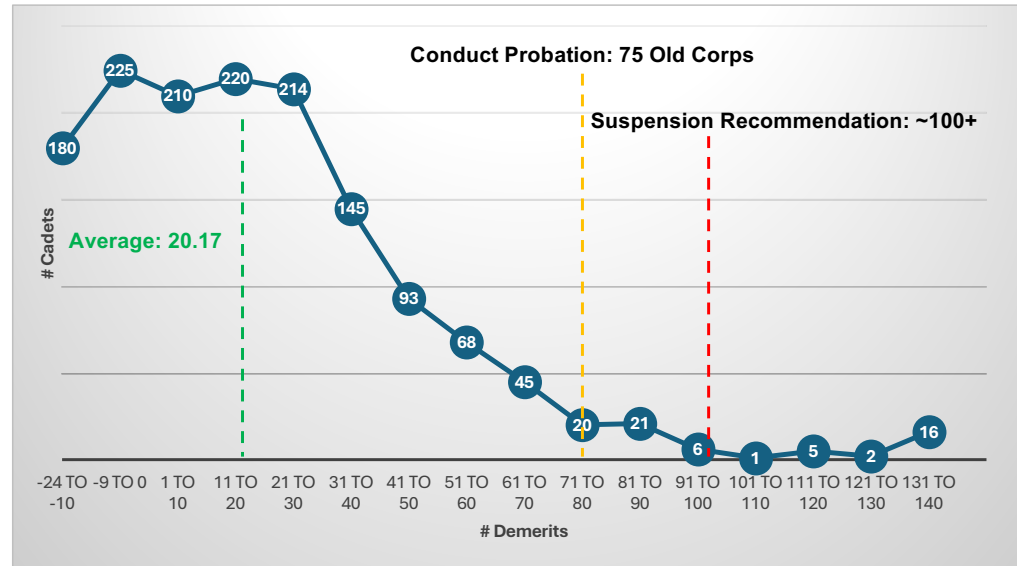
Spring 2024 Discipline Recap

Demographics

- Corps size = 1,462
- Old Corps = 1,033
- New Cadets = 429
- NCAA = 422

Demerit Summary

- Corps Avg = 20.17
- Old Corps > 75 = 1.2%
 - 13 / 1,033 cadets
- 1st Year > 75 = 7.5%
 - 32 / 429 cadets
- Old Corps > 100 = 0.68%
 - 7 / 1,033 cadets
- 1st Year > 100 = 4.0%
 - 17 / 429 cadets

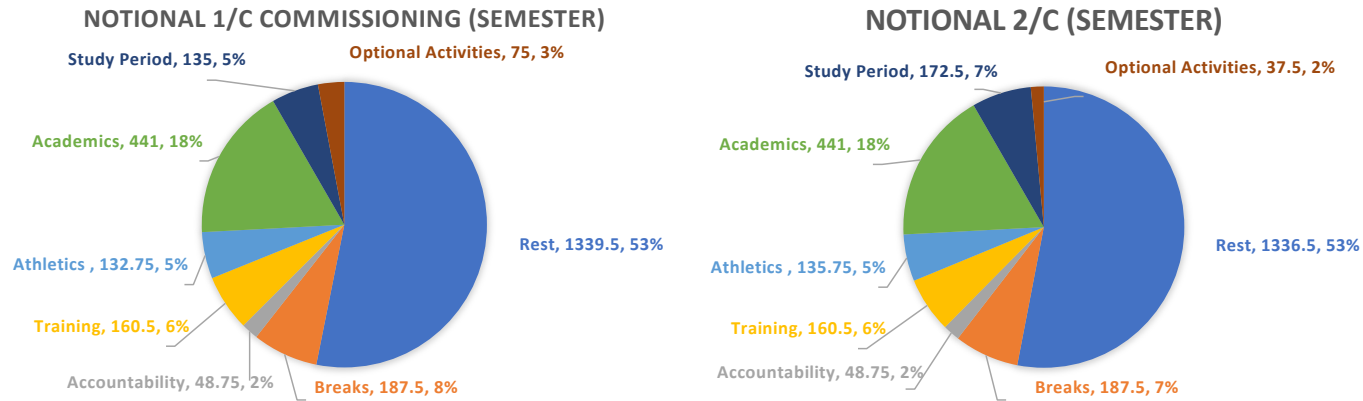


- 72% of the Corps (1050 Cadets) have below 30 demerits
- 28% (405 Cadets) have 0 to negative 24 demerits
- 3.1% (45 Cadets) Conduct Probation consideration (76+ demerits for Old Corps)
- 1.6% (24 Cadets) have 100+ Demerits and eligible for Suspension



Cadet Time – The Bottleneck Constraint

First Class vs. Second Class



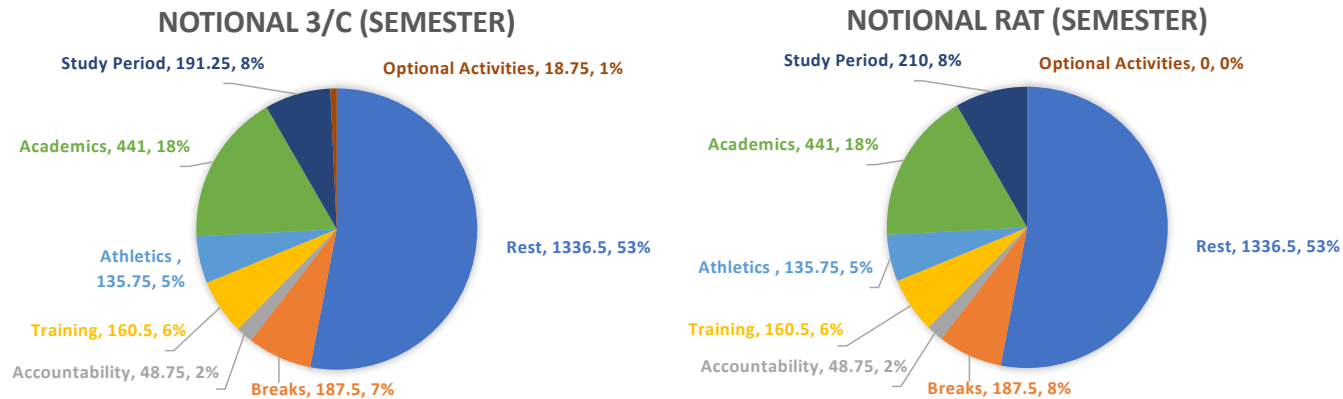
Legend Notes

- Optional Activities:** Extracurricular Activity Meetings, Club Sports, Rank/Gov Positional Duties, Optional Speaker events
- Athletics:** Athletic practices, travel and competitions (NAAA), Club Sports, ROTC/Non-Comm PT, Remedial PT
- Accountability:** Formations
- Breaks:** Meals
- Rest:** Rest (sleep: 6.5-7 hrs), GP, unstructured Cadet time (leftover time that is not accounted in any other way)



Cadet Time – The Bottleneck Constraint

Third Class vs. Rats



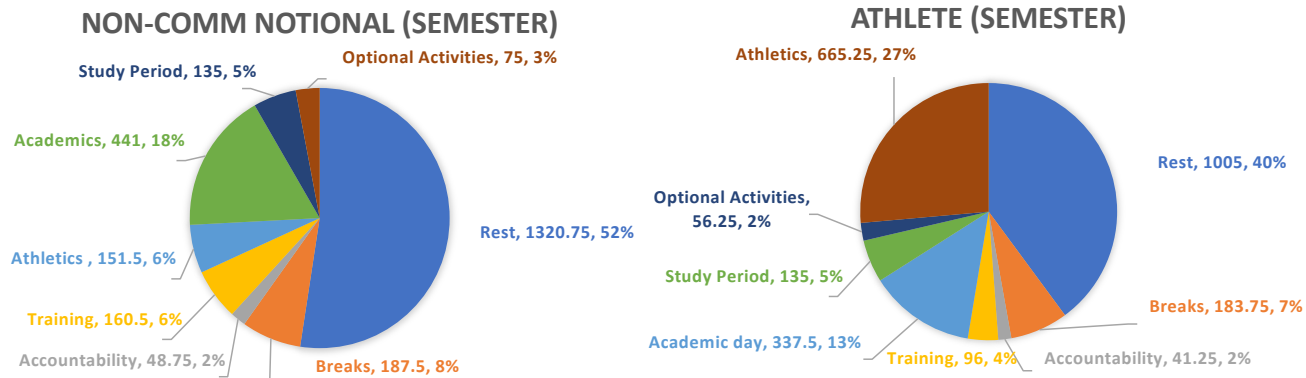
Legend Notes

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- Breaks:** Meals
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Cadet Time – The Bottleneck Constraint

Non-Athlete vs. Athlete



Legend Notes

Optional Activities: Extracurricular Activity Meetings, Club Sports, Rank/Gov Positional Duties, Optional Speaker events

Athletics: Athletic practices, travel and competitions (NAAA), Club Sports, ROTC/Non-Comm PT, Remedial PT

Accountability: Formations

Breaks: Meals

Rest: Rest (sleep: 6.5-7 hrs), GP, unstructured Cadet time (leftover time that is not accounted in any other way)



Diamond Hill: Rebuilding Trust

Actions Taken Since May 2024 City Council Meeting

- Evaluation of on-post actions to address citizen concerns
 - Continue community engagement efforts
 - No reinstatement of Taps to BRC status checks (doesn't solve main complaint – parking)
 - Superintendent message to Cadre & Classes
 - Commandant message and warning (“Timely, fair & lethal”)
 - Encouraged Class System to self-govern conduct infractions
 - Peer leadership/pressure
- Ride Along Teaming Initiative With LPD
 - Chief Greene receptive to idea
- Post Police Patrolling
- Status Update of Diamond Hill Resident Meeting (29 Aug 24)
 - No major complaints with either parking or cadet discipline
 - Of residents in meeting, largest complaint is parking
 - Have concerns with parking during Institute events as well
 - Largest parking issue grievances
 - Access for emergency vehicles
 - Blocking resident driveways





Matriculation Highlights

- 498 New Cadets Matriculated . . . 4.8% Attrition Rate
- Weather was unseasonably cool for large portions of week
- EMT and VMI Infirmary Statistics Up From 2023

Athletics Update

Jamaal Walton '07



NCAA Cadet – Athlete Breakdown

By the Numbers: 2023-24

- NCAA Cadet-Athletes in the VMI Corps of Cadets
 - 475
 - **30% of VMI Cadets are NCAA Athletes**
 - 18 NCAA Division I Sports
- Male NCAA Cadet-Athletes in the VMI Corps of Cadets
 - 371
 - **27% of Males are Division I Athletes**
 - 11 NCAA Division I Sports
- Female NCAA Cadet-Athletes in the VMI Corps of Cadets
 - 104
 - **51% of Female Cadets Compete on NCAA Teams**
 - 7 NCAA Division I Sports

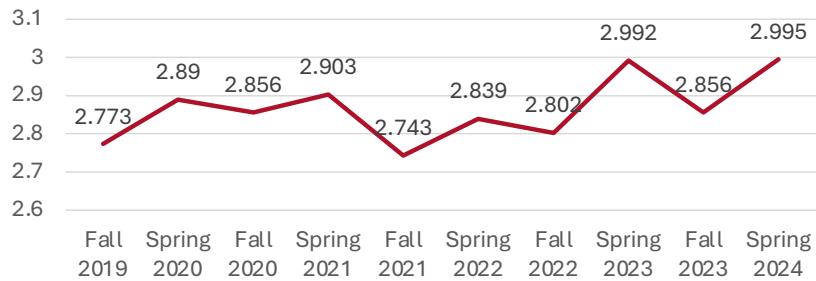


NCAA Academic Highlights

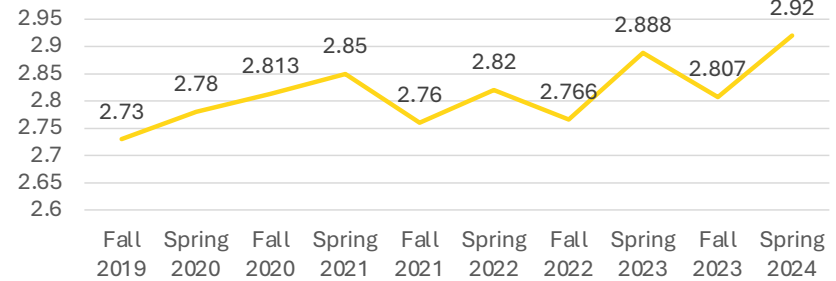
Term Cadet-Athlete GPA: 2.995
Cumulative Cadet-Athlete GPA: 2.920

Term Corps GPA: 2.909
Cumulative Corps GPA: 2.919

Spring 2024 Cadet-Athlete Average Term GPA



Spring 2024 Cadet-Athlete Average Cumulative GPA



NCAA Academic Highlights

Spring 2024 Term GPAs

- 41 - Cadet-Athletes had perfect 4.0 term GPAs.
- 131 - Cadet-Athletes had a term GPA of 3.5 or above.
- 236 - Cadet-Athletes had a term GPA of 3.0 or above.
- 346 - Cadet- Athletes had a term GPA of 2.5 or above.

Spring 2024 Cumulative GPAs

- 8 - Cadet-Athletes had perfect 4.0 cumulative GPAs.
- 96 - Cadet-Athletes had cumulative GPAs of 3.5 or above.
- 206 - Cadet-Athletes had cumulative GPAs of 3.0 or above.
- 332 - Cadet-Athletes had cumulative GPAs of 2.5 or above.

Spring 2024 Athletic Academic Honors

- 88 - Cadet-Athletes met the criteria for the Athletic Director's Honors List.
 - 3.5 Term GPA & Third Class or higher requirement for AD's Honor List.
- 236 - Cadet-Athletes met the criteria for the Cadet-Athlete Honor Society.
 - 3.0 Term GPA Requirement for Cadet-Athlete Honor Society.





NCAA Budget

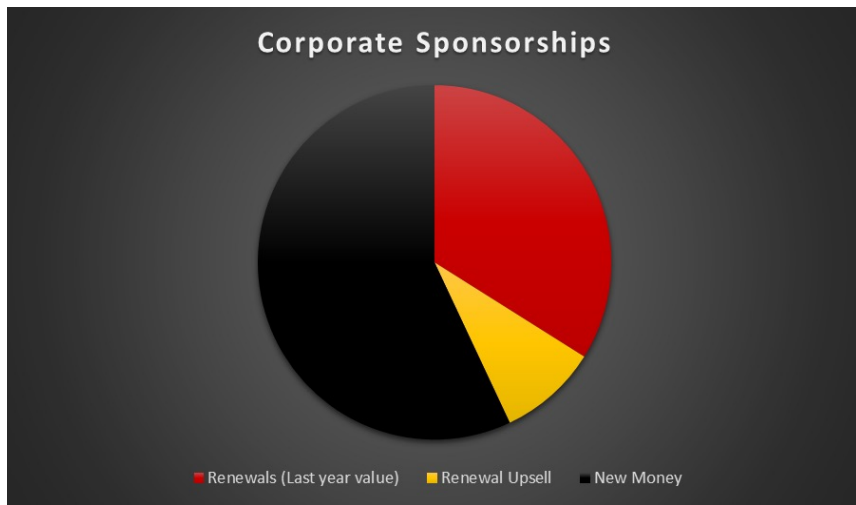
By the Numbers: FY24

- Revenue
 - **The Athletic Department came in over budget on revenues by ~\$600,000**
- Expenses
 - **The Athletic Department came in under budget on expenses by over \$80,000**
- Bottom Line
 - **The athletic department did not expend the entirety of the remaining athletic fund balance in FY24 leaving almost \$200k remaining to roll over into FY25**

The Athletic Department remains committed to the following four budget priorities

- Increasing ticket revenue
- Increasing guarantee game revenues and reducing competition costs
- Prioritizing and managing team operating costs
- Increasing corporate sales and advertising revenues

Corporate Sponsorships



Total Agreed Upon Cash	\$138,900.00
Trade*	\$12,500
Total	\$151,400

*Trade includes things such as meals for teams from Chick-Fil-A, Jersey Mike’s, etc., and hotels for track & field officials. Helps replace some significant expenses.

FY 2024 Total Revenue	\$52,380.25
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2024 Renewals Alone = \$66,400 (+\$14,019.75)

New Partners = \$88,000

Short-Term Pipeline of 10-12 clients

Long-Term Pipeline of 4-7 clients



Strategic Plan Update

Forging 21st Century Leaders



Strategic Initiatives



VMI Experience

- A single-sanction honor system that reinforces integrity and is fair.
- A class system, built upon the Rat Line experience, that promotes accountability and comradery.
- A regimental system that promotes leader development.
- A rigorous academic curriculum that challenges cadets to think critically and encourages ethical reasoning.
- An inclusive and competitive educational environment combining academics, athletics, and military experiences.
- An enduring commitment to preparing graduates for a life of service to the nation and the Commonwealth of Virginia.



High Priority Objectives

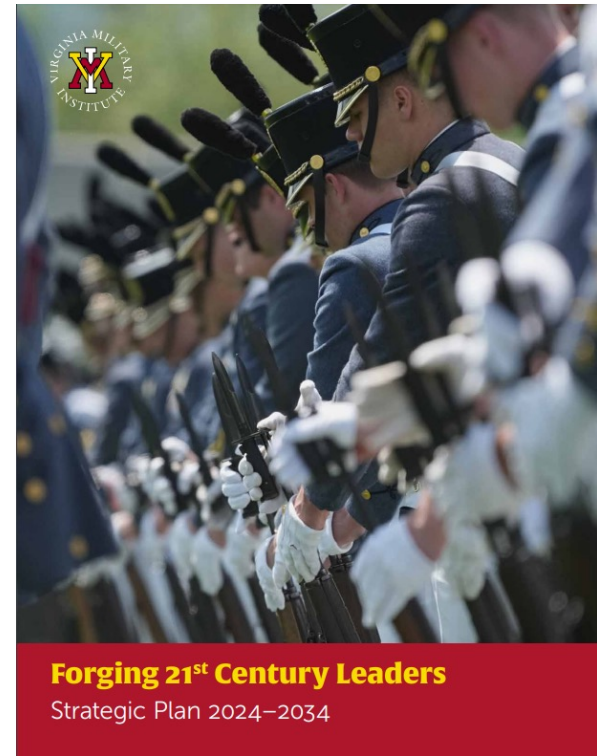
- Teach, coach, mentor, guide, and direct cadets through the VMI training model.
- Ensure cadets receive mentally and physically challenging experiences
- Strengthen high-impact practices and experiential learning.
- Integrate and leverage new and innovative technologies.
- Recruit, retain, and promote distinguished faculty.
- Facilitate a supportive, respectful, and professional operating environment.
- Create and champion a safe, secure, diverse, and inclusive VMI.
- Build an effective strategic enrollment unit.
- Provide quality academic and health/well-being support services.
- Advance capital investment to provide industry leading academic, athletic, cadet life, and administrative facilities.
- Explore and expand the Institute's exceptional leadership training model and reputation.
- Explore new and innovative ways to deepen VMI's connection with alumni, donors, and parents/guardians.
- Strengthen and enhance facilities to support 21st century requirements.





Strategic Plan Rollout

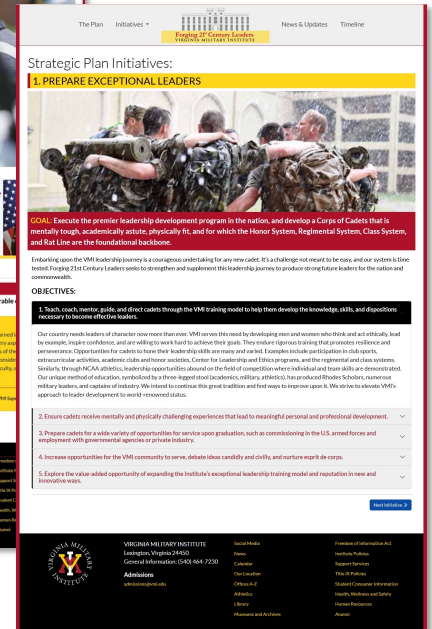
- The strategic plan rollout is designed to reach and engage the following **stakeholders**:
 - Board of Visitors
 - Faculty/Staff
 - Cadets
 - Prospective cadets
 - Legislators
 - Alumni
 - Lexington / Rockbridge community
 - Families
 - Media



Strategic Plan Rollout

- **Strategic plan website** to launch on Nov. 8, and include:
 - Letter from the superintendent
 - Initiatives
 - Tasks
 - Outcomes

**This page will evolve over time, featuring stories, videos, infographics, and general highlights of the progress made toward the tasks and initiatives.*
- **Video Series**
 - Launch video featuring Maj. Gen. Wins and John Adams
 - Individual videos focusing on each initiative and incorporating individuals from across post
- **Social Media Campaign**
 - Introduce the website
 - Rollout of videos
 - Highlight accomplishments throughout the year



Strategic Plan Rollout

- Items to increase awareness and buy-in
 - **Banners on light posts** placed the week of Founders Day
 - **Stand-up banners** for Founders Day, conferences, large dinners, Legislative Reception, and other events
 - **Collateral items featuring the message**, “I am forging 21st century leaders”, i.e., lanyards, pins, phone ID holders, and Post-It notes
 - **Giveaways at athletic events**, i.e., small footballs, t-shirts, etc.
- Employee Materials
 - **Employee launch party** to reinforce employee role in executing the plan prior to public launch
 - **Strategic Plan Toolkit** to include talking points, tasks relevant to each department, sharable links, etc.
 - **Superintendent challenge coin** to give to employees in recognition for tasks completed
 - Strategic Plan link in **employee email signature**
 - Reminders or significant updates in **Weekly Bulletin**



Way Ahead

May-Aug 2024

Stand up of the Executive Planning team to assess the objs, tasks, and end states, metrics

Nov. 2024

Strategic plan rolled out to VMI and the VMI Community for implementation

Jun-Jul 2025

Superintendent and Executive Planning Team conducts an annual review and update to the Strategic plan

Forging 21st Century Strategic Initiatives

Nov. 2023

Strategic plan presented and approved by the VMI Board of Visitors

Oct-Dec. 2024

Stand up of Initiative Planning teams to refine milestones and employee Launch Party

Dec 2024

Exec Planning Team receives updates from the planning teams for each objective, task and metric on a qtrly basis

Oct 2025

Superintendent provides and annual updates and progress reports to the VMI Board of Visitors

