

Agenda

Board of Visitors

Athletic Committee

September 17, 2024

- I. Budget Update
- II. NCAA Legislative Update
- III. Spring Academic Report
- IV. New Hires
- V. Facility Projects
- VI. Revenue Generation
- VII. Organizational Structure
- VIII. Athletics Task Force



3 MAY 2024 BOV – Athletics Committee Meeting Minutes

Attendees:

Tom Watjen '76 (BOV President)

Damon Williams '90 (BOV Member – Athletics Committee Chair)

Read Adm. Terence McKnight '78 (BOV Member)

Thomas Gottwald '83 (BOV Vice President)

Nancy Phillips (BOV Member)

Danny Thornton '70 (VMI Keydet Club Board of Governors President)

Andrew Deal '12 (VMI Keydet Club COO)

Maj. Gen. Cedric Wins '85 (VMI Superintendent)

Jim Miller (VMI Director of Intercollegiate Athletics)

Lenny Brown (VMI Deputy Director of Intercollegiate Athletics)

Emily Fulton (VMI Associate Athletic Director for Operations and Finance/SWA)

Blake Brinkley (VMI Assistant Athletic Director for Corporate Sponsorships)

Minutes

11:08 am – Mr. Williams calls the meeting, discussed overview of agenda, and turned over meeting to Mr. Miller.

11:09 am – Mr. Brown provides overview of agenda and introduces Mr. Brinkley (in person).

11:10 am – Mr. Brinkley provides overview of background, current corporate agreements, revenue goals, and potential to engage VMI alumni and increased branding partnership with the Citadel for the Military Classic of the South.

11:18 am – Mr. Brown continues introductions of new hires in areas of Athletic Communications and Creative Content, Digital Media, and Equipment Services. Two of three new hires are currently on post and have begun working in positions; third will be on post and beginning position in summer.

11:19 am – Mr. Brown provides overview of winter and spring athletic highlights – to include success in/out of the classroom for several cadet-athletes. Emphasis is provided on VMI's continued hosting of the America East Swim & Dive Championships. Concluding highlights is the announcement of verbal agreement with University of Virginia to compete in football in 2030 and 2032 – contract would bring just about \$1M in guarantees and 400 complimentary tickets (expected to be formally signed COB 5/3)

11:26 am – Mr. Brown provides NCAA and Local/Federal Legislative update. Emphasis placed on – NCAA update to the role of institution in NIL, student-athlete cannot receive compensation from the institution BUT the institution may help the student-athlete to obtain deals. Commonwealth of Virginia has

amended NIL law – stating that it is permissible for institutions to provide direct compensation to student-athletes. This is in direct conflict with NCAA legislation, Mr. Brown explains that the Sun Belt (James Madison University is a member) has provided statement to member institutions that NCAA guidance must be precedent. Southern Conference has not provided any guidance as VMI is the only member institution in the Commonwealth. The following legislation is ongoing – US Department of Labor is seeking to increase the exempt employee threshold to \$58,656 by January 1, 2025. This would mean a potential ~\$500,000 impact to JUST VMI Athletics. *House vs. NCAA* leaves NCAA potentially paying \$2.7B in antitrust cases surrounding previous prohibition of NIL. Potential implications that would directly effect VMI, include potential scholarship allowance increases.

11:35 am – Mr. Johnson questions if Athletics has any concerns about UAB Football Player Association. Mr. Miller provides answer that it is too early to tell and all issues related to student-athlete employment, etc. are coming from the decision surrounding Dartmouth Men’s Basketball program.

11:37 am – January Meeting Minutes approved

11:38 am – Mr. Watjen asks for the Athletic Department’s reflection on the Transfer Portal and its effect on VMI. Mr. Brown mentions that the program most effected by the Transfer Portal is Basketball; however, this is a national issue and is more of a reflection of the sport as a whole then specifically VMI Basketball. VMI Basketball had six underclassmen enter the transfer portal and two graduate transfers, of able to return football cadet-athletes (not dismissed for academic or conduct standards) three athletes entered the Transfer Portal. Mr. Brown offers that this graduating class (2024) is the last class to be given the extra year of eligibility as a result of COVID.

11:40 am – Mr. Miller addresses that the Transfer Portal has created an atmosphere of recruiting older athletes (i.e. to compete HS athletes are not sought after), this causes an issue to VMI who has more trouble transferring individuals in. Mr. Miller adds that NCAA legislation has been amended in recent years to allow 9th semester student-athletes to be seeking continuing education credit toward an additional major or minor after graduating from an institution. Furthermore, they are able to a lighter load that brings them toward completion of that additional major or minor. VMI continues to have only fulltime enrollment (12 credit hours) as enrollment standard. Mr. Miller speaks of conversations and proposals made to create a 9th semester program that allows cadets to graduate and return in following semester to take courses toward additional major or minor. Currently, there are three baseball players who actively delayed graduation through lighter required course load (dropping required courses) or by taking the fall semester off and sought readmission in the spring semester. Mr. Johnson adds that he himself dropped two courses to return for a 9th semester.

11:44 am – MG Wins responds to Mr. Thornton’s question of whether or not these cadets would remain “members of the Corps”, letting the Committee know that these decisions have not yet been made but options have been discussed. MG Wins addresses the notion that 5th yearmen are currently “members of the Corps” in that they wear a uniform and must live in Barracks but that they do not participate in parades and are not issued weapons. MG Wins adds that our goal with 5th yearmen is to get them to graduation and that is the measure of success that they are held to. MG Wins discusses that with the growth of the student body (9th semester, graduate school, continuing education options) resources available would have to be discussed. MG Wins further responds with addition that decisions must be made in consideration and consultation of what is most beneficial to the student and what advantages are provided to advance the student academically.

11:49 am – Mr. Miller presents the handout provided to Committee members overviewing the budget – first calling for questions surrounding previous discussion topics. Ms. Philips clarifies that the Assistant Director of Equipment Services position is not specific to football, but all sports. Mr. Miller continues that negotiation were had with on post entities to create collaborative partnerships with Laundry Services to alleviate burden on Equipment Staff.

11:51 am – Mr. Miller begins detailed overview of budget presentation, addressing handout page by page. Page 1 features approved budgetary actions and shows the issues that came to a head in recent years. Included are the six approved bullet points to alleviate budgetary issues – including specific revenue increases and cost control efforts. They include corporate sponsorship revenue goals, cadet athletic fee increases, and the cost absorption by the Superintendent’s Discretionary Fund. Mr. Miller also discusses the implementation of quarterly meetings with the Office of the Deputy Superintendent for Finance and Control. Page 2 features the reported budget from previous BOV Committee Meeting (January 2024) and the current 2025 budget. Mr. Miller introduces page 3, which includes historical perspective (recent 10 years) showing which specific funds were used to supplement the Athletic budget and bring to balance. Five specific examples were intended to show a regularly occurring event. Additionally included was a 10-year history of department revenue – it should be noted that this revenue specific to the department and does not include Keydet Club funds. VMI Athletics has seen a 30% increase in revenue in the past 10 years – nationally, FCS programs sit at about 35% revenue increase. Mr. Miller speaks of the negative impact that COVID played on revenue (absence of ticket revenue, etc.). Athletic Department budget includes 40% revenue increase over a 5-year period; this includes gate receipts, Keydet Club increase to operational budget contribution, and corporate sponsorship goals. The Athletic Department believes that these revenues are doable and reasonable given the current climate. Cost controls would include holding coaches to assistant coaching salary pools.

12:03 pm – Mr. Miller opens the floor to questions from the Committee about the budget. Mr. Johnson asks Mr. Miller why the change in basketball specific revenue – Mr. Miller speaks to game guarantees and more cost-effective approaches to guarantee dollars (regional travel). Mr. Miller also speaks about partnership of Football game contracts and Basketball game contracts (Richmond/Davidson). Mr. Miller speaks to the Committee about the year-to-year nature of basketball schedule vs. the multi-year in advance scheduling of football.

12:07 pm – Mr. Williams asked Mr. Gottwald to share insight from the Finance Committee Meeting. Mr. Gottwald speaks of the concern of the current budget and the deficient and increased requested for the 2025 budget cycle. Mr. Gottwald speaks of the importance that athletics plays at VMI but presents that spending growth is ahead of revenue growth – expressing concern.

12:15 pm – MG Wins speaks to his vision of the athletic budget as a piece of the institutional budget as a whole and speaks of the importance to prioritize expenditures that put what is best for the cadet-athlete experience at the forefront. MG Wins notes that the VMI Athletics budgets falls at 9th in the Southern Conference, stating that it is important to bring the budget back to balance and recommendations are being considered but it must be also considered what is important to compete and win long term.

12:20 pm – Mr. Johnson asks Mr. Gottwald and the Committee what they believe would be best as cost control measures. The Committee continues to discuss state salary increase recommendations and position realignment. MG Wins discusses the implications of provision of state salary increase to Institute employees except athletics.

12:28 pm – Mr. Thornton discusses the Keydet Club’s contribution to both the operational and scholarship budget and the improvement of relationships, communication, etc. in recent years. Mr. Thornton also speaks of the Keydet’s Club fundraising success as compared to the rest of the Southern Conference; encourages all to participate in Compete to Win (operational budget fundraising).

12:30 pm – Mr. Miller makes closing statement introducing that the root of the problem is that the budget is simply too small and the solution is only to increase the revenue – highlighting slide deck (not able to be presented) that shows how VMI compares nationally to FCS programs. 48% of VMI athletic revenue comes from donor, the national average is 70%.

12:35 pm – Mr. Williams closes meeting acknowledging that challenges exist, but keeping cadet-athletes in the forefront must be done. Mr. Williams also notes that this problem is not specific to VMI, but the solution must be. He calls for questions from the Committee.

12:37 pm – Meeting is adjourned by Mr. Williams.

Intercollegiate Athletics
Budget Performance Report

For the fiscal year ended 30 June 2024

| | Amended Budget | Year-to-Date Actual | Over (Under) Budget | % | Notes |
|----------------------------------|---------------------------|--------------------------------|--------------------------------|-------------|--------------|
| <i>Revenue and Support</i> | | | | | |
| Cadet Fees | 5,868,000 | 5,805,475 | (62,525) | -1.1% | |
| <i>Guarantees</i> | | | | | |
| Football | 425,000 | 425,000 | - | 0.0% | |
| Basketball | 250,000 | 233,781 | (16,219) | -6.5% | |
| Baseball | 11,500 | 21,500 | 10,000 | 87.0% | |
| Soccer | - | 4,500 | 4,500 | 100.0% | |
| Wrestling | | 11,104 | 11,104 | 100.0% | |
| <i>Gate Receipts</i> | | | | | |
| Football | 200,000 | 223,649 | 23,649 | 11.8% | |
| Basketball | 42,000 | 48,040 | 6,040 | 14.4% | |
| Entry Fees - Track Invitationals | 60,000 | 104,035 | 44,035 | 73.4% | |
| Concessions | 208,500 | 208,500 | - | 0.0% | |
| NCAA Academic Assistance | 101,000 | 320,331 | 219,331 | 217.2% | 1 |
| NCAA/Conference Revenue Sharing | 409,000 | 912,810 | 503,810 | 123.2% | 1 |
| <i>VMI Development Board</i> | | | | | |
| Unrestricted Aid | 250,000 | 250,000 | - | 0.0% | |
| Restricted Endowment | 345,000 | 401,359 | 56,359 | 16.3% | |
| <i>Keydet Club</i> | | | | | |
| Budgeted Operating Support | 71,000 | 71,449 | 449 | 0.6% | |
| Special Projects | 800,000 | 641,572 | (158,428) | -19.8% | 2 |
| Program and Other Income | 155,000 | 146,406 | (8,594) | -5.5% | |
| Total Revenue | 9,196,000 | 9,829,511 | 633,511 | 6.9% | |

Intercollegiate Athletics
Budget Performance Report

For the fiscal year ended 30 June 2024

| | Amended Budget | Year-to-Date Actual | Over (Under) Budget | % |
|--|--------------------|------------------------|------------------------|----------------|
| <i>Expenditures</i> | | | | |
| Football | 1,813,000 | 1,940,993 | 127,993 | 7.1% |
| Basketball | 1,185,000 | 1,296,843 | 111,843 | 9.4% |
| Track--Men/Women | 534,000 | 549,802 | 15,802 | 3.0% |
| Wrestling | 275,000 | 296,664 | 21,664 | 7.9% |
| Baseball | 510,000 | 509,093 | (907) | -0.2% |
| Lacrosse | 501,000 | 430,561 | (70,439) | -14.1% |
| Swimming | 208,000 | 199,411 | (8,589) | -4.1% |
| Water Polo | 169,000 | 166,954 | (2,046) | -1.2% |
| Rifle | 66,000 | 78,029 | 12,029 | 18.2% |
| Soccer - Men | 463,000 | 457,796 | (5,204) | -1.1% |
| Soccer - Women | 228,000 | 239,489 | 11,489 | 5.0% |
| Training & Medical | 532,000 | 475,798 | (56,202) | -10.6% |
| Sports Information/Promotions | 496,000 | 431,230 | (64,770) | -13.1% |
| Strength & Conditioning | 217,000 | 230,139 | 13,139 | 6.1% |
| NCAA Tutoring | 58,000 | 57,082 | (918) | -1.6% |
| Administration | 1,179,000 | 1,179,683 | 683 | 0.1% |
| Indirect Costs | 2,274,000 | 2,099,750 | (174,250) | -7.7% |
| Contingencies | 50,000 | 36,249 | (13,751) | -27.5% |
| Total Expenditures | 10,758,000 | 10,675,567 | (82,433) | -0.8% |
| <i>Excess(Deficiency) Revenue</i> | (1,562,000) | (846,057) | 715,943 | |
| Add: Beginning Fund Balance | 1,045,243 | 1,045,243 | | |
| Ending Fund Balance | (516,757) | 199,186 | 715,943 | -138.5% |

Intercollegiate Athletics
Budget Performance Report

For the fiscal year ended 30 June 2024

Notes:

1) Due to delays in the NCAA disbursement process, funds for FY 2023 were paid out and received in FY 2024. This resulted in "double payments" for some NCAA distributions, including an unbudgeted distribution for Academic Achievement from FY 2023 and FY 2024.

2) The Keydet Club special projects budget was overstated by \$100k for a project that was completed in FY 2023. Some of the project funds expected to be expended in FY 2024 were pushed into FY 2025, as funds are received on a reimbursement basis.

5 Year Budget Projection

| | Actual | Budgeted | | | | |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
| Revenue | \$ 9,829,511 | \$ 9,197,424 | \$ 9,528,624 | \$ 10,520,734 | \$ 10,837,088 | \$ 11,282,473 |
| Fund Balance | \$ 846,057 | \$ 199,186 | \$ - | \$ - | \$ - | \$ - |
| Subsidy | \$ - | \$ 807,525 | \$ 983,669 | \$ 367,349 | \$ 442,297 | \$ 435,563 |
| <i>Total</i> | \$ 10,675,567 | \$ 10,204,135 | \$ 10,512,293 | \$ 10,888,083 | \$ 11,279,385 | \$ 11,718,036 |
| Expenses | \$ 10,675,567 | \$ 10,204,135 | \$ 10,512,293 | \$ 10,888,083 | \$ 11,279,385 | \$ 11,718,036 |
| Net Gain/(Loss) for the Fiscal Year | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |



Legislative Updates

- **House v. NCAA Settlement**

- NCAA and its membership could pay \$2.6 billion over 10 years to settle antitrust cases surrounding damages to previous rules prohibiting compensation of Name, Image and Likeness.
- Settlement could lead to revenue distributions to student-athletes of up to \$22 million a year per institution.
- Potential of expansion of scholarships allowed across all sports restricted only by roster limits
- NCAA Member Institutions permitted to enter into NIL with student athletes

- **Impacts to VMI**

- Potential ~\$250,000 loss in revenue from the NCAA over the next 10 years regardless of opting into new NCAA model.
- Opting into “one thing” = opting into everything (e.g., increasing scholarships in one sports triggers roster limits in all sports).
- The Southern Conference has unofficially agreed to adhere to current scholarship and equivalency limits, therefore not opting into roster limits.
- Roster limits would lead to fewer recruited cadet athletes each year at ~30 cadets per year.



Cadet-Athlete Development
Spring 2024 Cadet-Athlete Academic Performance Report

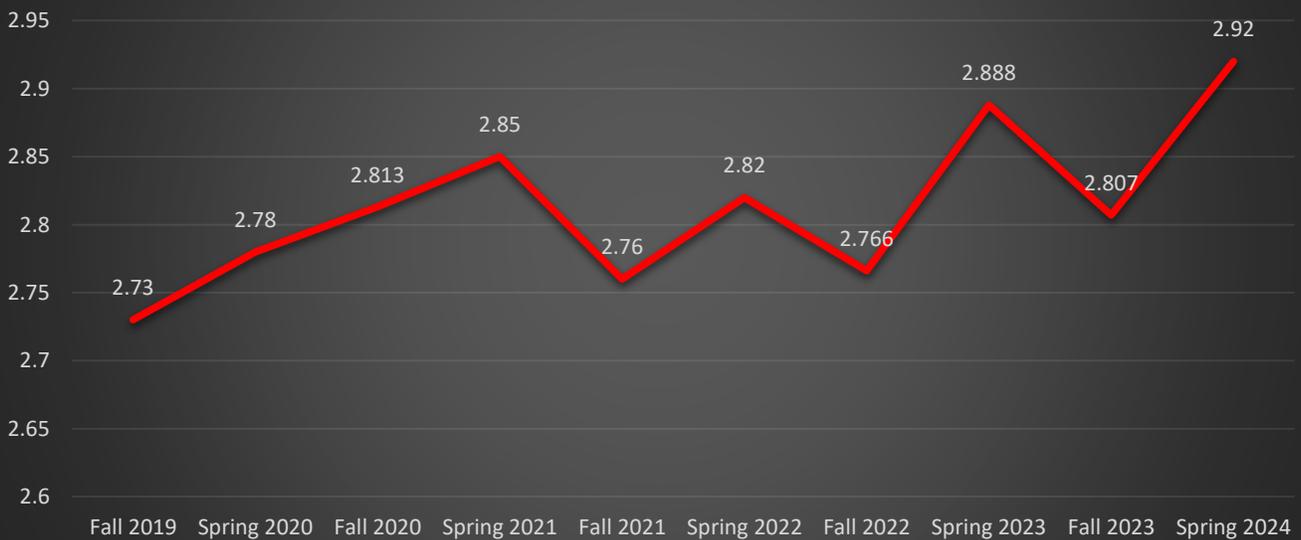
Term Cadet-Athlete GPA: 2.995
Cumulative Cadet-Athlete GPA: 2.920

Term Corps GPA: 2.909
Cumulative Corps GPA: 2.919

Spring 2024 Cadet-Athlete Average Term GPA



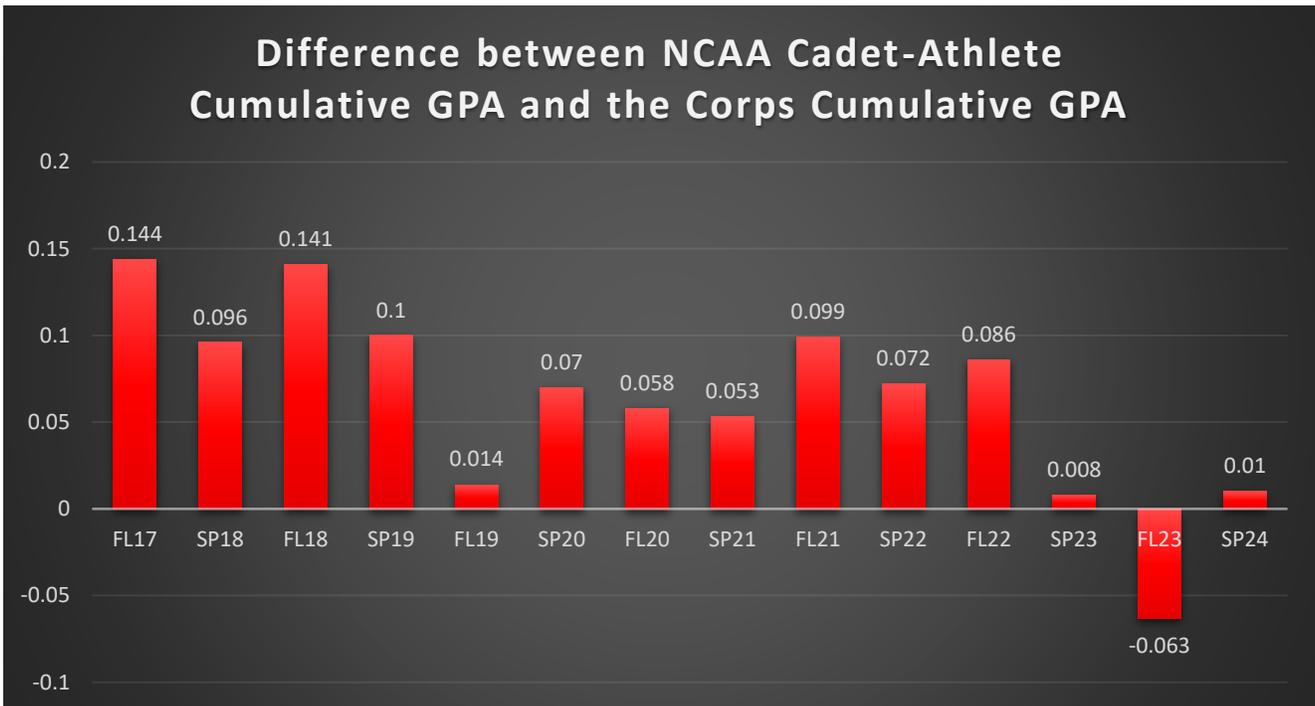
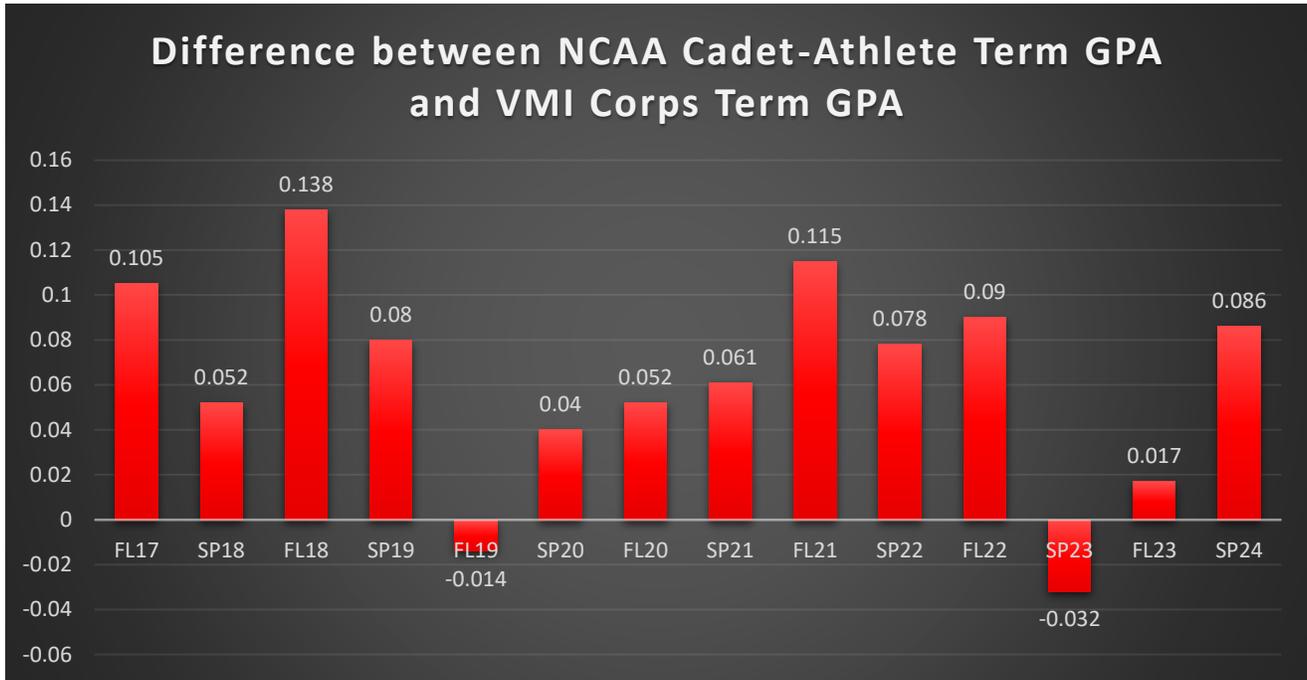
Spring 2024 Cadet-Athlete Average Cumulative GPA



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The graphs below show the differences between the collective GPAs (both term and cumulative) of VMI NCAA cadet-athletes and the VMI corps of cadets over the past five years or ten terms. The differences between the cadet-athletes and corps term were 0.086, whereas the differences between the cumulative GPAs was 0.01.



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 DEPARTMENT OF INTERCOLLEGIATE ATHLETICS

Team Term GPA from Fall 2023 to Spring 2024

| <i>TEAM</i> | <i>Fall 2023</i> | <i>Spring 2024</i> | <i>Change in GPA</i> |
|-------------------------|------------------|--------------------|----------------------|
| BASEBALL | 2.97 | 2.91 | -0.06 |
| BASKETBALL | 2.55 | 2.83 | 0.28 |
| FOOTBALL | 2.53 | 2.69 | 0.16 |
| LACROSSE | 3.12 | 3.20 | 0.08 |
| MEN'S CROSS COUNTRY | 3.29 | 3.37 | 0.08 |
| MEN'S RIFLE | 2.62 | 2.47 | -0.15 |
| MEN'S SOCCER | 2.86 | 2.92 | 0.06 |
| MEN'S SWIMMING | 3.03 | 2.98 | 0.05 |
| MEN'S TRACK AND FIELD | 3.07 | 3.03 | -0.04 |
| WOMEN'S CROSS COUNTRY | 3.19 | 3.37 | 0.18 |
| WOMEN'S RIFLE | 2.72 | 2.77 | 0.05 |
| WOMEN'S SOCCER | 3.30 | 3.39 | 0.09 |
| WOMEN'S SWIMMING | 3.11 | 3.15 | 0.04 |
| WOMEN'S TRACK AND FIELD | 2.77 | 2.76 | -0.01 |
| WOMEN'S WATER POLO | 3.40 | 3.50 | 0.10 |
| WRESTLING | 2.58 | 2.75 | 0.17 |

Term Data Highlights

- Twelve teams improved their term GPAs from Fall of 2023 to Spring of 2024.
- Men's Basketball showed the largest improvement by term with a +0.28
- No team posted lower than a 2.4.
- Seven teams posted over a 3.0 term GPA.



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Team Cumulative GPA from Fall 2023 to Spring 2024

| <i>TEAM</i> | <i>Fall 2023</i> | <i>Spring 2024</i> | <i>Change in GPA</i> |
|-------------------------|------------------|--------------------|----------------------|
| BASEBALL | 2.83 | 2.85 | 0.02 |
| BASKETBALL | 2.54 | 2.69 | 0.15 |
| FOOTBALL | 2.51 | 2.57 | 0.06 |
| LACROSSE | 3.16 | 3.17 | 0.01 |
| MEN'S CROSS COUNTRY | 3.19 | 3.37 | 0.18 |
| MEN'S RIFLE | 2.72 | 2.77 | 0.05 |
| MEN'S SOCCER | 2.89 | 2.90 | 0.01 |
| MEN'S SWIMMING | 2.90 | 2.98 | 0.08 |
| MEN'S TRACK AND FIELD | 2.98 | 2.98 | 0.0 |
| WOMEN'S CROSS COUNTRY | 3.20 | 3.32 | 0.12 |
| WOMEN'S RIFLE | 2.73 | 2.72 | -0.01 |
| WOMEN'S SOCCER | 3.18 | 3.29 | 0.11 |
| WOMEN'S SWIMMING | 3.08 | 3.11 | 0.03 |
| WOMEN'S TRACK AND FIELD | 2.62 | 2.67 | 0.05 |
| WOMEN'S WATER POLO | 3.40 | 3.42 | 0.02 |
| WRESTLING | 2.64 | 2.68 | 0.04 |

Cumulative GPA Highlights

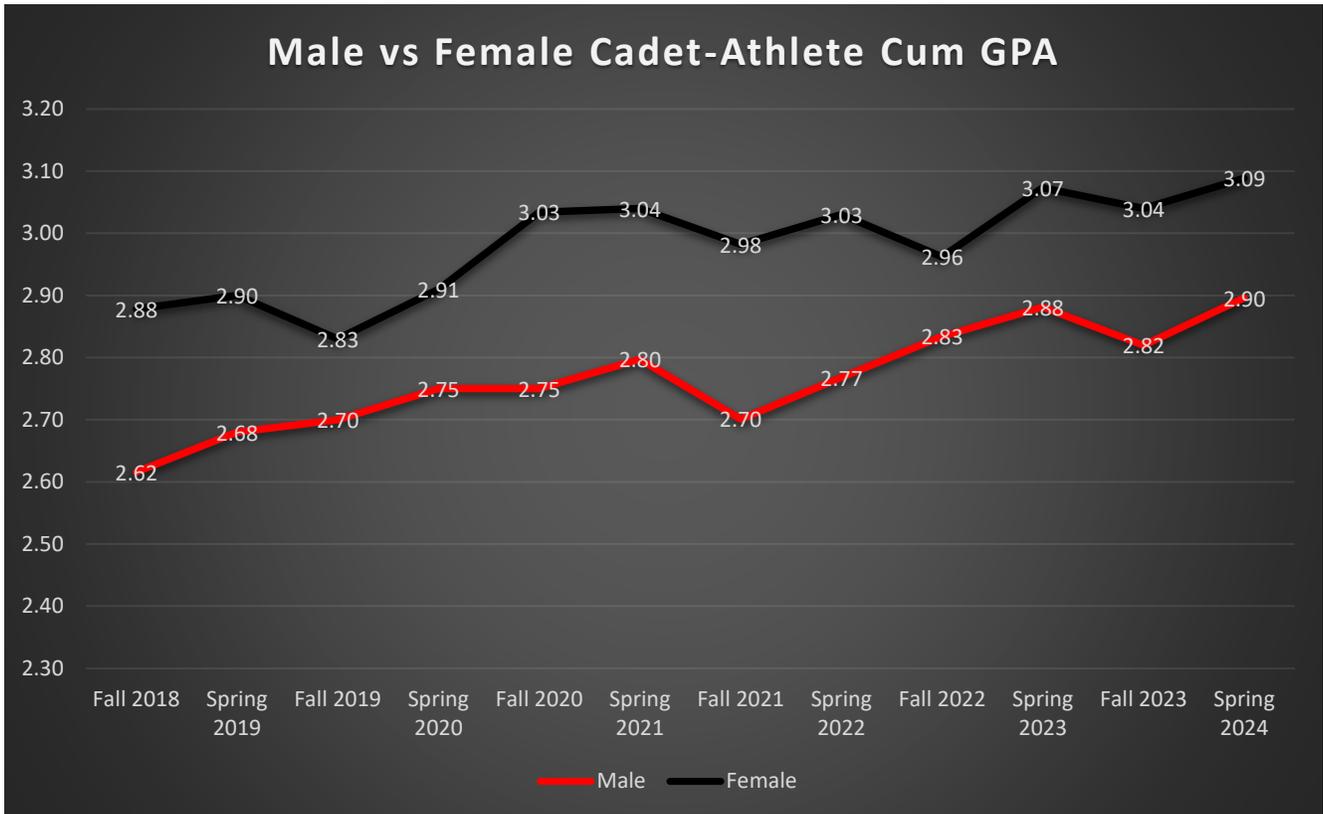
- Fifteen teams improved their cumulative GPA from the Fall of 2023 to Spring of 2024.
- Men's Cross Country showed the largest improvement with a +0.18
- No team posted lower than a 2.5.
- Six teams posted over a 3.0 cumulative GPA.



Cadet-Athlete Cumulative GPA by Gender Comparison

Spring 2024 Male Cumulative Cadet-Athlete GPA: 2.896

Spring 2024 Female Cumulative Cadet-Athlete GPA: 3.088



Cadet-Athlete and Corps Term and Cumulative Comparison by Class

| Athletics | | | Corps | | | |
|-----------|-------------|-------------------|-------|-------------|-------------------|-------|
| | <i>Term</i> | <i>Cumulative</i> | | <i>Term</i> | <i>Cumulative</i> | |
| | 2027 | 2.887 | 2.874 | 2027 | 2.741 | 2.765 |
| | 2026 | 2.991 | 2.890 | 2026 | 2.948 | 2.934 |
| | 2025 | 3.137 | 3.107 | 2025 | 3.088 | 3.003 |
| | 2024 | 3.053 | 3.026 | 2024 | 3.22 | 3.098 |



Cadet-Athlete Individual Results

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 At-Risk Assessment

- 58** - Cadet-Athletes meet the athletic department criteria to be deemed At-Risk for the Fall 2024 term.
GPA of 2.25 cumulative GPA or below.

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.



New Hires

Antoine Prather | Director of Ticketing and Promotions



Prather made his way to Post in June to take over the Director of Ticketing and Promotions position. Prather will directly work with all VMI ticketed athletic events and have a strong force in the marketing tactics of the Institute's athletic programs. A graduate of LaGrange College, Prather most recently spent time with his alma mater's athletic staff as an Assistant Athletic Director, working specifically with ticketing, and spent time as a Compliance Intern. Prior to graduating in 2022, Prather spent time at Clemson University as a Game Operations Student

Worker and later made his way to Southeast Missouri State University to work as an Athletics Intern. Prather obtained a Bachelor of Arts degree in Digital Creative, Film in 2022.

Paul Harrison | Assistant Basketball Coach – Defensive Coordinator



Harrison comes to the Institute by way of Bucknell University in Lewisburg, Pennsylvania, where he had been on staff since the 2015-16 season, and he helped Bucknell raise banners in each of his first four seasons. Prior to the 2019-20 season, Harrison was promoted from assistant coach to associate head coach. Prior to Bucknell, Harrison had logged 14 years of experience as a college basketball coach, primarily as an assistant coach at very successful Division I mid-major programs. For the previous

two seasons, Harrison was the head coach at Clayton State in Georgia. He inherited a team in rebuilding mode with only six players on the roster, and in his second year in 2014-15 led the squad to a winning season (15-12) and a spot in the Division II regional rankings during the year.



Heather Faasse | Assistant Women's Soccer Coach



Heather Faasse enters her first season as an assistant coach for the VMI women's soccer program following her hire in June of 2024. Faasse has an extensive soccer coaching background, most recently in Chattanooga, Tennessee, where she helped coach Chattanooga FC and the varsity squad at Girls Preparatory School. From May 2018 to January 2023, she served as the head women's soccer coach at Norwich University in Vermont where she oversaw all aspects of the program including practice preparation, travel, scheduling and many other responsibilities.

Kaylee Burgess | Assistant Athletic Trainer



Kaley Burgess begins her first year as an assistant athletic trainer working with the VMI basketball and rifle teams. Burgess achieved her bachelor of science degree in sports health with a minor in psychology from the University of Delaware in 2023 and went on to earn a master of science degree in athletic training in 2024. A Bridgewater, Virginia native, Burgess comes to the Institute from the University of North Carolina where she completed her immersive experience as a second-year MSAT student working with the women's gymnastics team.

Kyle Friesenhahn | Assistant Swimming and Diving Coach – Diving



Kyle Friesenhahn was hired as the Head Diving Coach in June 2024. Friesenhahn comes to the Institute after spending 10 years as the Head Diving Coach and Assistant Swimming Coach at Delta State University. Since 2013, Friesenhahn has coached 48 NCAA Division II National Qualifiers and was named NSISC Men's Diving Coach of the Year six times, earning the feat the last three seasons. During his tenure, the Statesmen have earned eight conference titles and a second-place mark in the 2019 NCAA D-II National Championships.



Ryan Smoot '19 | Assistant Baseball Coach – Recruiting Coordinator

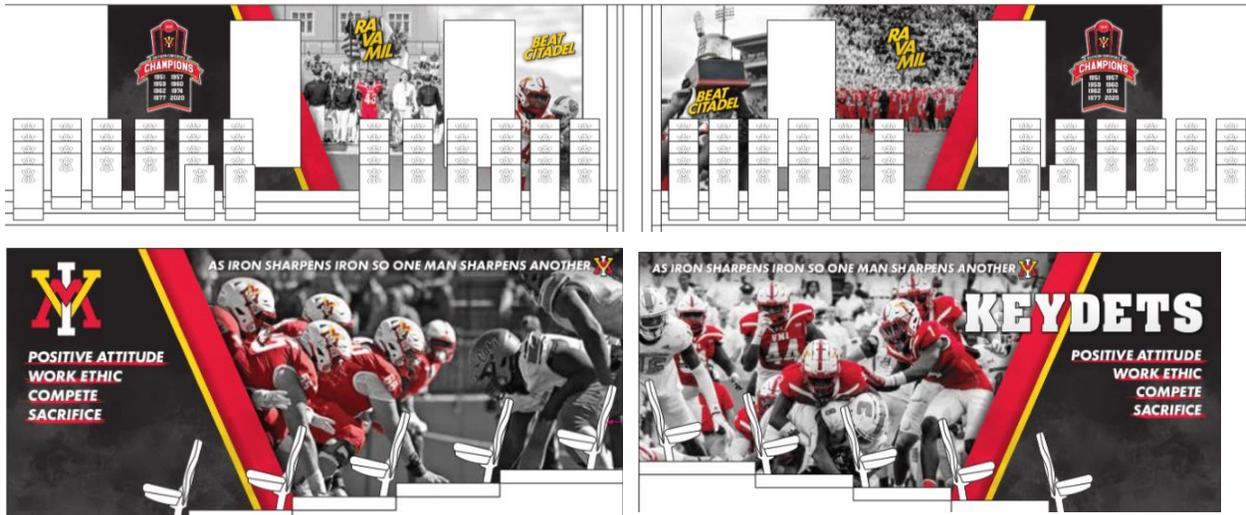


Ryan Smoot '19 returned to his alma mater in July 2024 as an assistant coach of the VMI Baseball team. Before returning to Lexington, Smoot spent two seasons at Winthrop, serving as the assistant coach and working specifically with hitters and catchers. He helped the Eagles to a top-three finish in both the Big South Regular Season and Conference Tournament. In 2024, the Eagles' offense saw significant improvements in power despite fielding one of the youngest line-ups in the country. Overall, Winthrop hitters saw increases in home runs (second most in the BBCOR era), doubles, and slugging percentage, and set a school record for hit-by-pitches (86). Smoot coached players like Brody Hopkins, who was drafted in the sixth round of the MLB Draft in July 2023 by the Seattle Mariners.



Facilities Update

Football Film Room



- ~\$650,000 project, privately funded through the Keydet Club
- Fixed seating for 114
- Duel drop down projectors
- Partition for room separation

Field Sodding



- ~\$370,000 project from institutional support
- Both fields tilled and laser graded
- Sodded with Tahoma 31 Bermuda
- Repairs made to irrigation systems



Cameron Hall Videoboards and Arena Improvements



Installation highlights would include:

11.5' x 41' Endzone LED Videoboards with 5.9mm Pixel Pitch

(1) Custom Indoor Sound System

2.5' x 40' LED scorers table for the bench side of the court

2.5' x 69' LED scorers table for the media side of the court

Main Shot Clocks (Translucent)

(3) Auxiliary Shot Clocks (Translucent)

Locker Room Clocks

(2) Fixed digit scoreboards



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Revenue Generation – 2024 Football Ticket Sales

| | |
|-----------------------|---------------------|
| Single-Game | \$39,645.00 |
| Season Tickets | \$88,240.00 |
| Total Revenue | \$127,885.00 |

Six home games, including The Citadel

| | |
|--------------------------------------|------------------|
| 2023 FB Total Revenue (FY 24) | \$223,649 |
|--------------------------------------|------------------|

Five home games, no Citadel

| | |
|--------------------------------------|------------------|
| 2022 FB Total Revenue (FY 23) | \$295,768 |
|--------------------------------------|------------------|

Six home games, including The Citadel

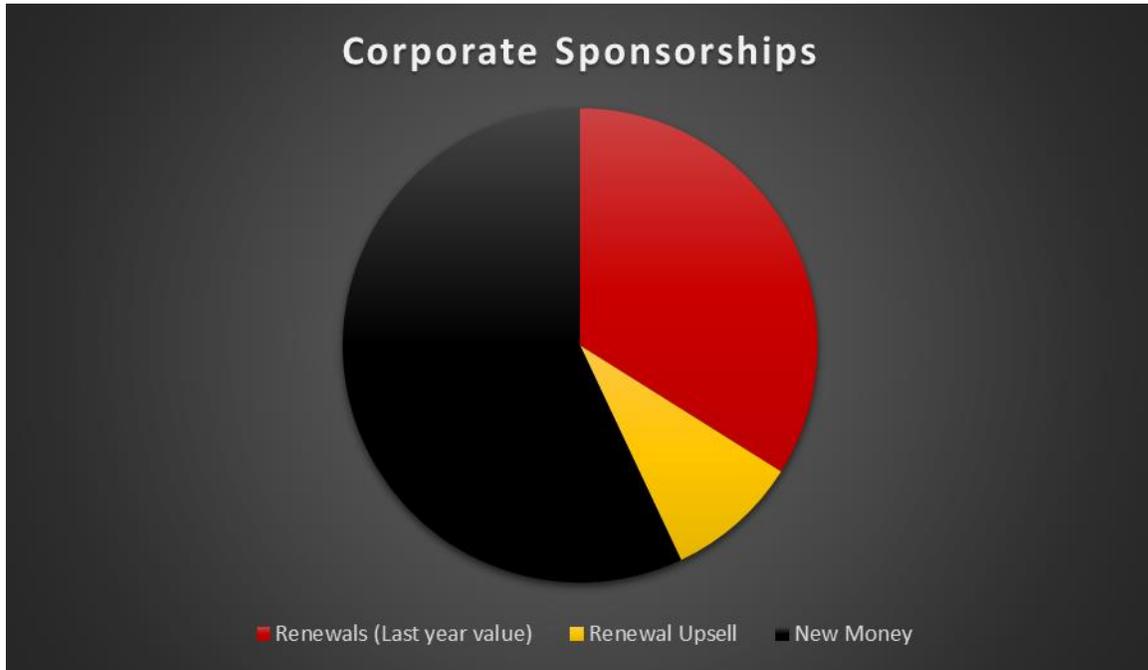


2024 Ticket Holder Information

| | |
|---------------------------------|-----|
| New Ticket Holders | 131 |
| Non-Keydet Club Renewals | 185 |
| Keydet Club Renewals | 260 |



Corporate Sponsorship for FY 2025



| | |
|-------------------------------|---------------------|
| 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 |
|------------------------------|--------------------|

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



Potential New-Revenue Generation Opportunities

Peninsula Pilots – Independent League Baseball Team in Hampton, Va.

Salem Red Sox – Minor League Baseball Team in Salem, Va.

*Interested in VMI Baseball having games at these respective stadiums, which would be a new source of revenue for the Athletics Department

Licensing

- White Out/Red Out football games
 - VMI gets 16.5% on sales up to a \$1M and 17.5% on sales over \$1M.
- Licensing revenue is primarily directed to support athletics.



Organizational & Meeting Structures

Senior Leadership Team

- Director of Athletics: Jamaal Walton
- Deputy AD: Lenny Brown
- Assoc. AD for Internal Operations/SWA: Emily Fulton
- Assoc. AD for External Operations: Phil Marcello
- Asst. AD of Business Operations: Nasir Nichols
- Asst. AD for Corporate Partnerships: Blake Brinkley
- Assoc. AD/Sports Medicine: Lance Fujiwara
- Asst. AD for Cadet-Athlete Success: Bridget Shanks
- Executive Assistant: Michelle Murphy
- COO, VMI Keydet Club: Andrew Deal
- Faculty Athletics Chairman: Col. Jay Johnson

Departmental Meetings

- Budget/Fiscal
- Head Coaches Business
- All-Staff

Positive Coaching Alliance

- Founded in 1998 Positive Coaching Alliance is a non-profit organization which strives to create a positive youth sports environment. Even though PCA focus is at the youth sports level they have numerous partnerships with pro and collegiate teams through their workshops. PCA hosted two workshops dubbed "Leading Your Athletics Department". The morning workshop was for all staff and administration, and the afternoon workshop was for all head coaches and sport admins.



Athletics Task Force

The Athletics task force was formed in 2023 with the aim to develop recommendations to improve the overall cadet-athlete experience. The Athletics Task Force is comprised of:

- COO, VMI Keydet Club – Andrew Deal ‘12
- BOV - Damon Williams ‘90
- Assoc. AD - Emily Fulton ‘18
- Director of Athletics – Jamaal Walton ‘07
- Faculty Athletic Rep - Jay Johnson
- Deputy AD - Lenny Brown
- Gene Scott ‘80
- Steve Hupp ‘84

The twenty-five (25) recommendations were organized into seven (7) categories. The categories are as follows:

- Value of VMI Athletics
- Cadet-Athlete Health & Well-Being
- Athletics Budget
- Facilities
- Sports Sponsorship
- Staffing
- Conference Affiliation
- Communications

Currently, recommendations are being evaluated and the next steps are to prioritize them in order of need.

