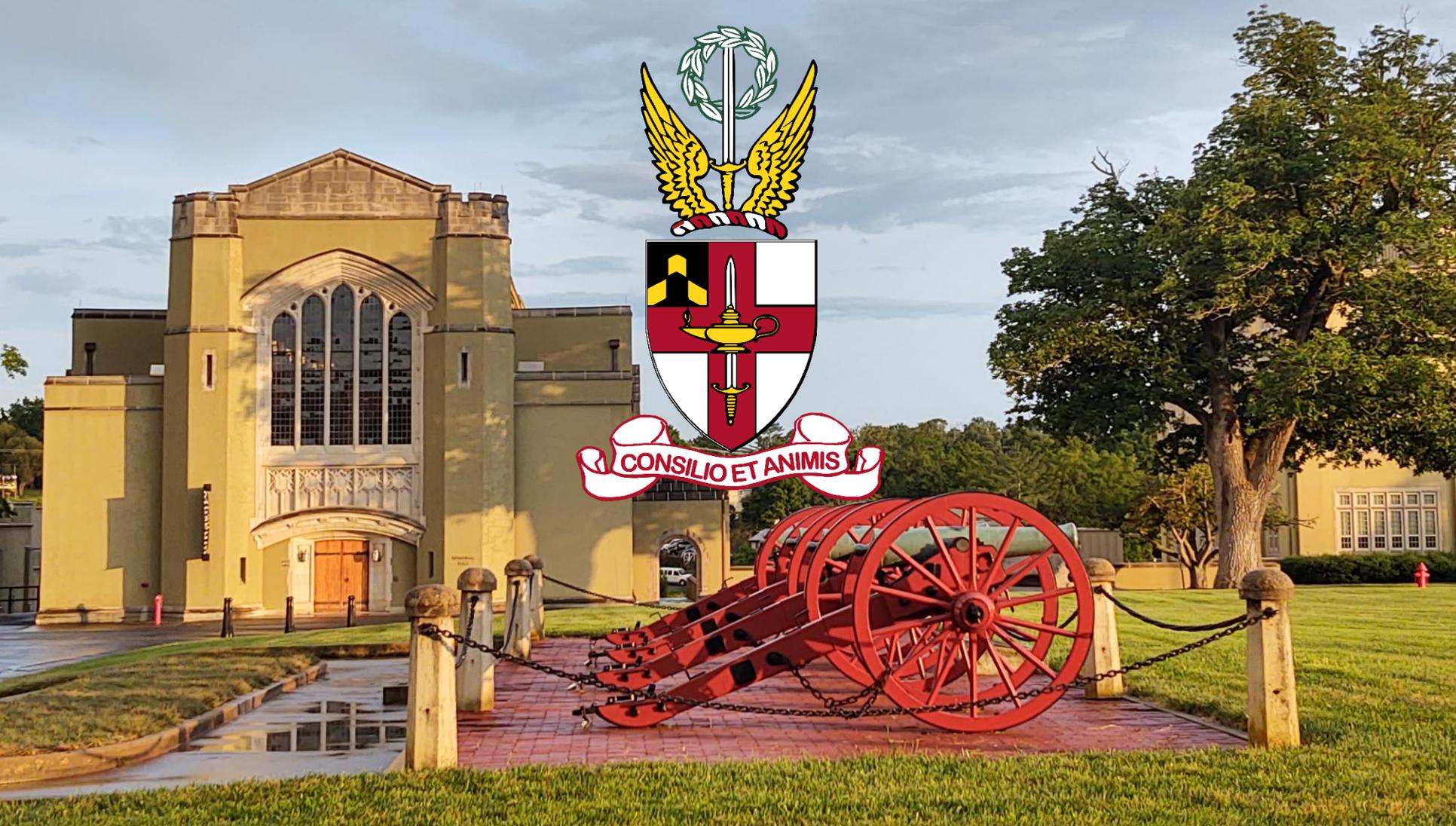


September 2024 VMI Board of Visitors Corps & Military Affairs Committee Update



Action Plan



Agenda

- Approve minutes of 4 May 2024 meeting (**3 minutes**) Mr. Edgar

- ROTC review of training and commissioning numbers (**30 minutes**)
 - Army (10 minutes)
 - Navy/Marines (10 minutes)
 - Air Force (10 minutes)COL Hansen
Col Finn
Col Scott

- Commandant Update (**50 minutes**)
 - Introduction and Matriculation Highlights (3 minutes) Col Havird
 - OGA/CEA/EMT Hell Week CONOPS (5 minutes) C/1C Flynn
C/1C Gonzalez
C/1C Price

 - Cadet RS-3/RS-9 Operational Planning (5 minutes) C/1C Morgan
 - Cadet S-9 Athletics Liaison “All In” Update (5 minutes) C/1C Brown
 - RDC Operational Planning/Execution (5 minutes) C/1C Sheets
C/1C Pritchard

 - Commandant Assessment & Priorities (27 minutes) Col Havird

- Discussion and Future Agenda Preparation (**7 minutes**) Mr. Edgar



Commissioning FY24 and FY25

US Army

FY24			FY25	
Act	Res/NG		Act	
Dec 23	6	3	Dec 24	4
May 24	80	26	May 25	111
Sum 24	11	1	Sum 25	10
ED DELAY	2	-	ED DELAY	
VMI Totals:	100	30	VMI Totals:	121
Other Totals:	6	1	Other Totals:	7
FY24 Total:	137		FY25 Projected:	132

US Marine Corps

FY24		FY25	
Act		Act	
Dec 23	2	Dec 24	
May 24	23 (9 PLC)	May 25	33 (12 PLC)
Sum 24	1	Sum 25	
Totals:	26	Totals:	33
FY24 Total:	26	Projected FY25 Total:	33

US Navy

FY24		FY25	
Act		Act	
Dec 23	1	Dec 24	17
May 24	32	May 25	
Sum 24	1	Sum 25	
NUPOC	0	NUPOC	0
CEC	0	CEC	1
Totals:	34	Totals:	18
FY24 Total:	34	Projected FY25 Total:	18

US Air Force/US Space Force

FY24		FY25	
USAF	USSF	USAF	USSF
Dec 23	-	Dec 24	-
May 24	12	May 25	21
Sum 24	1	Sum 25	1
Totals:	13	Totals:	21
(includes 2 crosstown cadets)		(includes 1 crosstown cadet)	
FY24 Total:	13	FY25 Total:	22





ARMY ROTC

COLONEL Joe Hansen, PMS



SY 2024-2025

YEAR	Total Enrollment*	Total Contracted	Total Scholarship**	Total Seeking ***	Total Non-Contracted
2025	278	126 (45%)	103	31	150
2026	215	93 (43%)	93	100	130
2027	256	57 (22%)	76	115	240
2028	300	10 (4%)	64	107 (est)	0
TOTAL	1049	286 (27%)	288	470	802

* Total Enrollment = Total Contracted + Total Non-Contracted

** Total Scholarships included in Total Contracted

*** Total Seeking included in Total Non-Contracted

% under Total Contracted = Percent of total CDTs enrolled who are contracted

Summer 2024 Highlights:

- Commissioned 106 Second Lieutenants in May 24 (80 AD, 13 USAR, 13 NG)
- 13 September Commission 2024 (3) Second Lieutenants
- AROTC Cadre supported Cadet Summer Training 2024 at FT Knox, KY; Basic Camp and Advanced Camp
- 130 MSIII / MS IV contracted Cadets attended Advanced Camp
- 14 Cadre members to supported CST'24
- Cadets Complete CAIT Schools
- 26 Cadets to completed CTLT, 12 Internship Programs

Fall Training Outlook:

- Fall FTX (04-06 October at McKethan Park; MSIV Provide command & control; MS III STX Lanes in prep for CST; MS I / II Individual and Squad level tasks on post
- Three (3) Control Times (14 Sept./26 Oct. /16 Nov.)
- Ranges (14-17 Oct; on-post))
- Ranger Challenge Competition Dates
 - Cambrian Patrol 04-13 Oct-Wales, UK
 - 4th BDE 15-17 Nov 2024-Fort Barfoot
 - 1st BDE 26 Feb-02 March 25- Fort Knox

Issues / Concerns:

- N/A



NAVAL RESERVE OFFICERS TRAINING CORPS



SY 2024-2025

GRAD YEAR	Total Enrollment *	Total Contracted **	Total Scholarship	Total Seeking ***	Total Non-Contracted
2025	44	40	35	4	4
2026	50	48	34	2	2
2027	74	53	20	21	21
2028	139	23	23	7	109

* Total Enrollment = Total Contracted + Total Non-Contracted
 ** Total Contracted includes Scholarship + PLC + Navy OCS
 *** Total Seeking = pursuing Scholarship or PLC or Navy OCS

Summer 2024 Highlights:

Summer Trainings:

- Surface Warfare Cruise
 - 2 x 1/C (one to France & Netherlands on CG 60)
 - 2 x 2/C (one participating in D-Day anniversary on LSD 51)
- Aviation Cruise
 - 7 x 1/C
- Submarine Cruise
 - 5 x 1/C
 - 12 x 2/C
- Surface Warfare (Nuclear) Cruise
 - 2 x 2/C
- SOAS (SEAL)
 - 1 x 1/C
- CORTRAMID
 - 3 x 2/C
 - 19 x 3/C
- FMF
 - 13 x 2/C
- OCS
 - 21 x 1/C

Fall Training Synopsis (Fall FTX):

- Navy-options (150)
 - Damage Control Training
 - T-6 VR Simulator Training
 - COVE VR Simulator Training
 - Service Assignment Based Breakout Groups
 - Rules of the road, ASTB prep, Nuclear interview prep
- Marine-options (140) at McKethan Park
 - Day/Night Land Navigation
 - Small Unit Leadership Evaluations

Issues & Challenges:

- RT 11 Bike Lane/KH Parking
 - Staff Turnovers
 - FTX Funding, Navy vs VMI costs
 - NROTCU VMI Rankings Among Units Nationally:
 - #4 for National Scholarships (TAMU, Embry-Riddle, VaTech)
 - #3 for unit size nationally; among SMCs (TAMU & VaTech)
 - #2 for Navy Production (behind TAMU)
 - #1 for Marine-Option Production
 - #1 Sideloads Scholarships, Adv Standing (USN & USMC)
- * Does not count STA-21 and MECP programs



AIR FORCE RESERVE OFFICER TRAINING CORPS

COLONEL NICHOLE K.A. SCOTT, PAS



Spring 2024

YEAR	Total Enrollment*	Total Contracted	Total Scholarship**	Total Seeking ***	Total Non-Contracted
2025	25	24	23	24	1
2026	20	18	16	18	2
2027	49	4	4	45	41
2028	103	4	5	TBD	103

Total Enrollment = 197 (based on estimated cadets matriculating)

* Total Enrollment = Total Contracted + Total Non-Contracted

** Total Scholarships included in Total Contracted

*** Total Seeking included in Total Contracted

Summer 2024 Highlights:

- FT24 at Maxwell AFB; 19 grads
 - 1 Superior Performer/ 1 Warrior Spirit Award/ 3 Fitness Excellence Awards
 - 5 cadet attended Operation AF base visits upon completion of FT
- 9 Summer Internships included Advanced Course in Engineering (cyber internship), USAFA Freefall, USAFA Basic Military Training (BMT) and AFROTC FT Cadet Cadre, Cyber Camp, and Project GO
- AFSC (job) results: 4 pilots, 1 RPA pilot, 3 ABMs, 1 CSO, 3 Nuclear Missile Operations, 1 Maintainer, 3 Acquisitions, 2 Civil Engineers, 2 Cyber, 1 Intel, 1 USSF

Upcoming Fall Events:

- 5 cadets attending Air, Space & Cyber National Conference (funded by AFROTC)
- Planning for Combat Dining Inn during Fall FTX
- Preparing 22 AS400s for commissioning in May '25; 2 in Oct '25

Issues / Concerns:

- Delay in AFROTC AFSC, Base of Preference, Rated Board Results; late results force quick medical/TS security clearances for cadets
- Lack of funding for AFROTC Scholarships; potentially zero In-College Scholarship Funding

Matriculation & Hell Week Recap



- **498 New Cadets Matriculated . . . 4.8% Attrition Rate**
 - 16 Voluntary Resignations in Hell Week
 - 7 Voluntary Resignations / 1 Medical Furlough to date
- **Weather was unseasonably cool for large portions of week**
 - House Mountain and Company Athletics benefited
 - Crucible was hot, but still below seasonal norm
- **EMT and VMI Infirmary Statistics Up From 2023**
 - # of Rats seen (367; +46); # of issues treated (470; +32)
 - Of 17 reported categories:
 - 9 trended down (Nausea, Wants to OP, Stress, Muscle Soreness)
 - 1 trended same (Constipated)
 - 5 trended up (Sick; Lower/Upper Extremity pain; Headache)
 - 2 were not reported in 2023 (Concussion [4]; Passed Out [3])

OGA / CEA / EMT Operational Support



- OGA: Ground Rules and investigations
- CEA: Wellness Checks, NCRC & Organizational Cooperation
- EMT: Wellness Checks, field hospital, injury tracker

RS3 and RS9 Operational Support



- RS3: Total cadre number: 205
 - Plan and coordinate events throughout Matriculation week
- FS9: Taught NCAA Rats role they play within the VMI system
 - Worked with team captains on the importance of buying in

Operation RATLINE '25 Operational Concept

Recruit to Trainee

Receive → Crawl → Walk → Run → Sustain

Matriculation Day



Skills: Basic standards customs & courtesy; military drill; basic class system knowledge & academic skills; HC Intro
Key Events: Drill Comp I; Crucible; Meet Dyke; Shoulder Board Issue
Focus: Individual/Roor

Skills: Rat duties compliance; HC advanced education; utilization of education services; Proficiency in drill & uniform; Class system education
Key Events: DDay Memorial Trip; Dyke Visit Privilege; Rat validations
Focus: Squad/Platoon/Co

Skills: Building resiliency & physical stamina; testing skills & resources; Guard responsibilities;
Key Events: Drill Comp II; SP25 Registration; Rat Olympics; Reading Day
Focus: Service before self

Skills: Individual accountability; autonomous academic time management
Key Events: Mass Unit Event; Drill Comp III; Training validations; R integration into Co; 20 mile Dyke March
Focus: Class Formation

Skills: Learning Cadet Lifestyle Living; EOY cadre training; New Cadet Military Training; Club Sports
Key Events: HC Tours; Mid-Winter Formal; 4th Class Elections; Rank applications; Marshall Foundation Tour; Jonathan Daniels Memorial; 50-yr Class Panel
Focus: Formed Class

Continuing purpose is to teach self-discipline, self-awareness, precision, humility, obey orders and self-control.



New Commandant Assessment

DOTMLPF Assessment of Leadership Development

- **Doctrine** = CLE and CMDT predecessors have established professional, purpose-based baseline
 - Rainbow Publications & Leader Development Series
 - Tactical level guides needed for leadership roles in each year
- **Organization** = Robust opportunities available for leadership development
 - Regimental and Class Systems need greater empowerment and focused decision-making coaching
- **Training** = Requires comprehensive review and refinements
 - Drill & Ceremonies sufficient
 - Tactical level leader development needs greater structure (master training task list for each class year)
- **Materiel** = Enhancement and refresh of equipment needed
 - Condition of Band Co equipment is unsatisfactory for Institute's standard of excellence
- **Leadership** = Need to define what formally constitutes steps in leader development
 - Need to define ALL positions/roles at VMI that constitute leadership credit in each class year
 - Need to train to leader to expectations PRIOR TO assuming roles
 - Right now, largely just in time (Cadre week)
 - Some positions have no structured leadership training/expectations (Team Captains, etc.)
- **Education** = Adequate room for improvement
 - Some core courses required, but we do not have comprehensive approach across Whole of Institute
 - Repetitive instruction for cadets across ROTC, CLE, academic programs & Barracks co-curriculum
 - Goal: Work with DEAN & CLE so EVERY cadet leaves VMI with a leadership certification or minor degree in leadership
- **Personnel** = Adequate, but may need some positional realignment
 - Still assessing how existing personnel resources can be redefined and synchronized towards envisioned leadership development plan
- **Facilities** = Sufficient to Corps needs today
 - Future needs for Corps size growth will be evaluated as part of Strategic Plan initiatives



New Commandant Assessment

DOTMLPF Assessment of Corps Fitness and Discipline

- **Doctrine = Meets some, but not all needs**
 - Blue Book (standards) and White Book (cadet government) expectations clear
 - Fitness doctrine ill-defined but has been well studied
- **Organization = Structured for success, but work needed**
 - Regimental and Class Systems need to fully embrace empowerment in self-governance for encouraging self-discipline
 - Institute needs comprehensive Whole of Institute fitness approach to fully implement in AY2025-26 (focused effort in Strategic Plan)
- **Training = Strategic guidance in-place, but tactical level execution guidance fractured**
 - Discipline training is sufficient; Code of Cadet embracement on larger scale needed
 - Fitness guidance/defined enforcement tools lacking
- **Materiel = Adequate**
 - Fitness equipment and resources sufficient, but can be improved in some areas
- **Leadership = Fractured and not synergized**
 - Whole of Institute (HPW, ROTC, Athletics & Commandant Staff) approach needed to collaborate fitness solution
- **Education = Fitness curriculum across cadetship sufficient**
 - Evaluate state of fitness incentives
 - Evaluate specific training requirements being added to remedial fitness program
- **Personnel = Still being evaluated**
 - Exploring potential need for Corps Nutritionist & Strength and Conditioning Coach (Commandant Staff)
- **Facilities = Adequate**
 - Barracks improvements (safety, environmental, etc.) planned, but have long-lead fixes



New Commandant Assessment

DOTMLPF Assessment of Corps Training & Experiential Learning

- **Doctrine = Adequate**
 - First year experiences well-defined
 - Remaining years in Barracks not well-defined or articulated
- **Organization = Adequate**
 - Rat Challenge & New Cadet Military Training well-defined & executed
 - Third Class year lacking any co-curriculum experiential learning capstone
- **Training = Sufficient in most aspects**
 - Basic military skills training sufficient, but some advanced skills could be added
 - Experiential opportunity depth lacking and needs more variety & increased opportunity
- **Materiel = Sufficient**
 - Have resources needed to execute more robust military skills training
- **Leadership = Sufficient in most aspects**
 - Have qualified skills instructors across most skills being evaluated to add
 - Still investigating combative skills training certifications among staff/ROTC
- **Education = Adequate**
 - Basic skills curriculum well defined; advanced skills curriculum available if incorporated
 - Experiential experience concepts need development/refinement to execute AY 2025-26
- **Personnel = Adequate, but may need some positional realignment**
 - Still assessing how existing personnel resources can be redefined to support envisioned co-curriculum changes
- **Facilities = Effectively meets Corps Training needs**



Commandant AY 2024-25 Priorities

- **#1: Revision of PT Program (SP Task 1.2.B4)**
- **#2: Address Gaps in Leader Development**
 - **Master Training Task List for All Classes (SP Task 1.2.A2)**
 - **Staff Ride Plan (SP Task 1.2.A1)**
 - **Revise Leader Series publication doctrine (SP Task 1.1.C1)**
- **#3: Develop Cadet Feedback Program (SP Task 1.1.C1)**
- **#4: Expand experiential leadership development opportunities (SP Task 3.3.B1)**



Open Discussion

