



Superintendent's Update

VMI Board of Visitors

May 3, 2024

Maj. Gen. Cedric T. Wins '85
Superintendent



Spring Highlights

Breakout



Legislative Reception



Midwinter Formal



Inclusive Excellence



Honors Week



Spring Furlough



Governor's Visit



Retirement Parade





Spring Highlights

Partnerships



Navy ROTC



Summer Entrepreneurship



Lamore Field



Alumni Visits / Reunions



New Chaplain staff... CAVU



Spring FTX



VMFA Artmobile





Key Position Update

Director of Athletics

- Search firm engaged
- Healthy applicant pool of well-qualified candidates
- Initial interviews conducted
- Currently scheduling on-post interviews
- Successful candidate under contract by end of May / early June

Commandant

- Strong applicant pool of well-qualified candidates
- Initial interviews conducted
- Search committee finalist recommendations received
- On-post interviews late May
- Under contract by end of June
- BOV approval in September

Dir. of Comm. & Marketing

- Initial review of candidates completed
- Currently scheduling initial interviews
- On-post interviews late May
- Under contract early June



Strategic Enrollment Management

May 3, 2024

Lt. Col. Shannon Eskam
Lt. Col. Joe Hagy

Enrollment Management Updates

Financial Aid

- Title IV Reauthorization was approved; expires in 2029
- Work continues on getting financial aid offers out

Admissions

- Coordination with Financial Aid to help seat the class
- Continual work on fully integrating the CRM

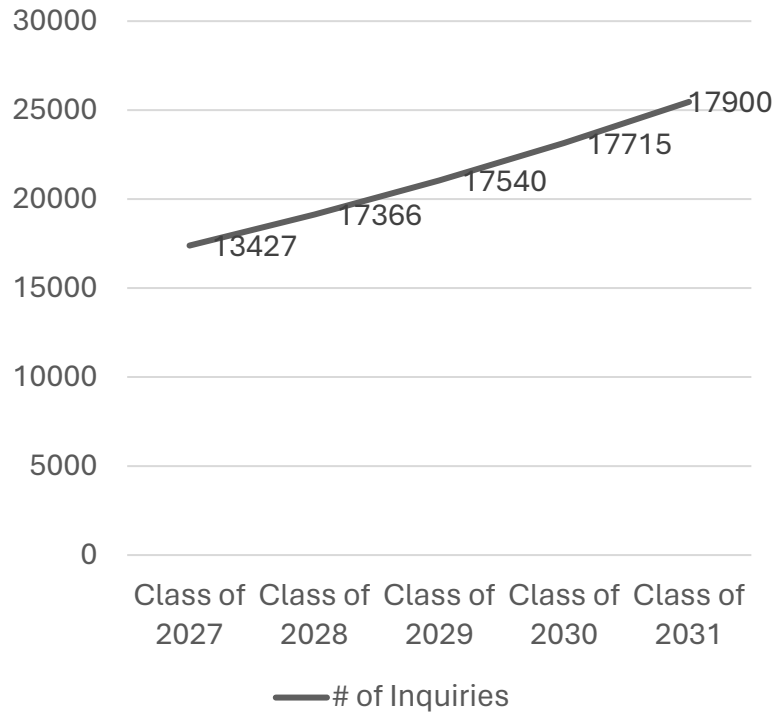
Across Post

- SCHEV Pell Grant Initiative (PIV) report submitted
- Coordinating what is sent to incoming rats across Post
- Coordination on retention initiatives
- Evaluating retention software
- STP Scholarships
- Matriculation right around the corner

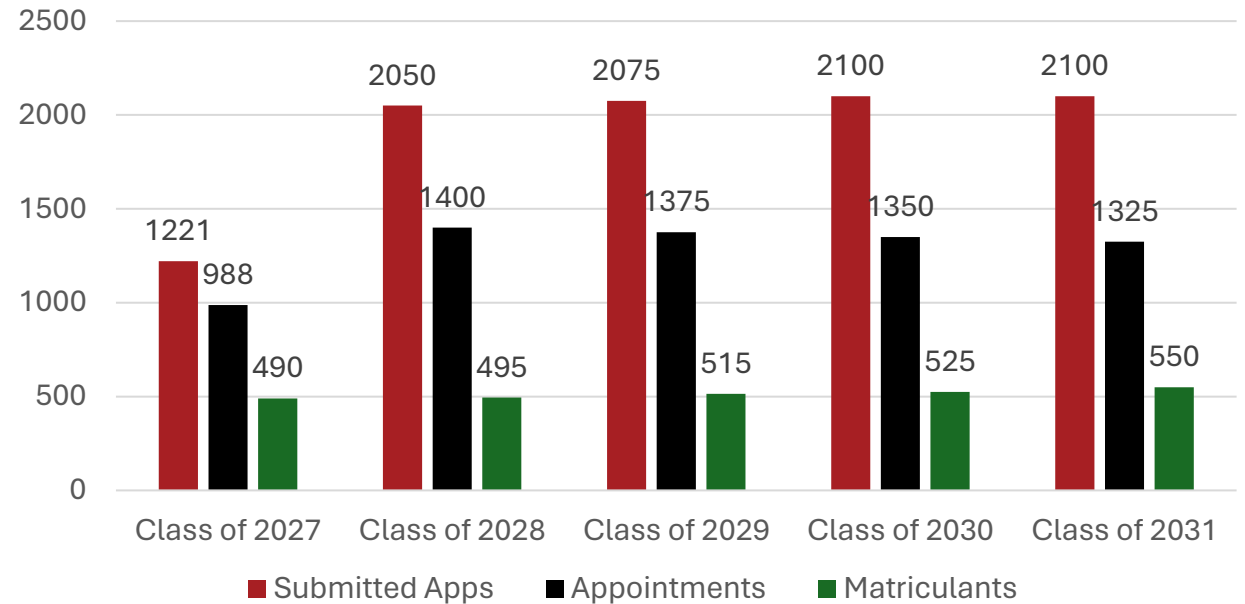


RAT Mass Projection 2028-2031

Inquiries



Five (5) Year Projection

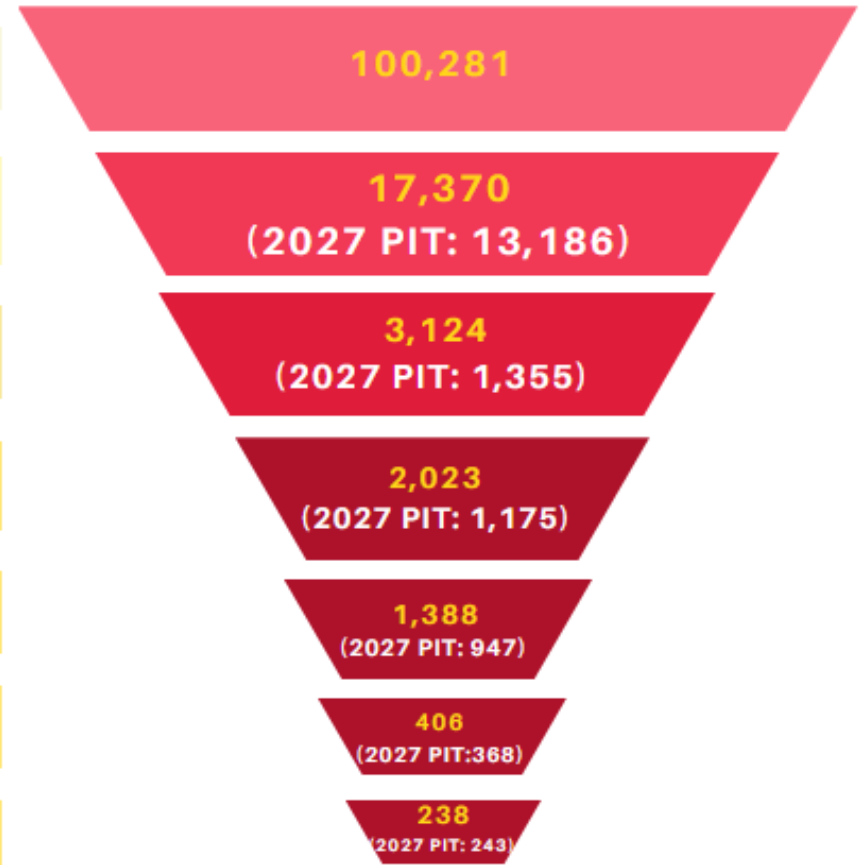


Class of 2028 (26 APR 2024)



FALL 2024 ADMISSIONS FUNNEL RAT MASS 2025+3 | VMI CLASS OF 2028

Total Seniors in Admission Funnel			
M: 44%	F: 55%	Unk: 1%	VA: 40% Non-VA: 59.8% Unk: 0.2%
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%	VA: 38% Non-VA: 57% Unk: 5%
VMI App: 961 Common App: 2325 (Both: 162)			
Applications Submitted			
VMI App: 463 Common App: 1560		M: 78% F: 22%	VA: 40% Non-VA: 60%
Conditional Appointments			
(14 files ready to be reviewed)		M: 79% F: 21%	VA: 43% Non-VA: 57%
Deposits			
M: 83% F: 17%		Early: 44%	Reg: 56%
VA: 61% Non-VA: 39%			
Full Reservations			
M: 86% F: 14%		Early: 56%	Reg: 44%
VA: 65% Non-VA: 35%			





Appointed Student Profile

Avg HSGPA FTF: 3.76
Avg Academic GPA FTF:
3.43

Avg VMI Ranking
(Holistic Review):
29.2/46

Avg Class Rank: Top 31%
(48% of schools
reporting)

Avg SAT: 1185 (4%
reporting)
Avg ACT: 26.3 (3%
reporting)

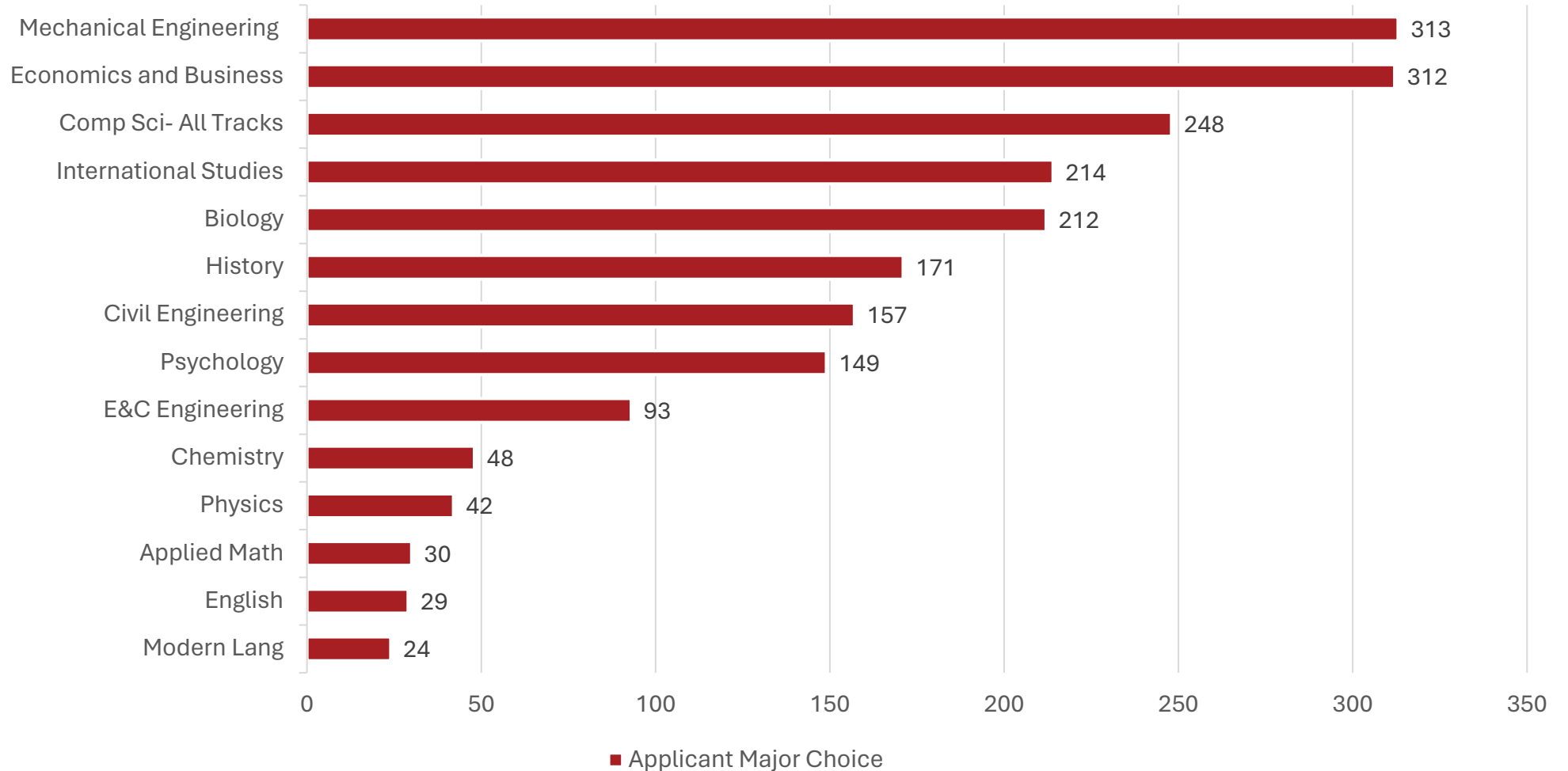
Liberal Arts: 44%
Engineering: 30%
ST(-E)M: 26%

% Overall w/Calculus:
31% (last year 21%)
% STEM w/Calculus:
39% (last year 29%)



2028 Applications by Major

19 APR 2024





Cancellation Data (26 APR 2024)

Cancel Before Deposit: 136

- 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
- Desired major not offered

Cancel After Deposit: 5 (not reflected in deposit #)

- Appointment to another SMC (paid multiple deposits and requested refund)
- Appointment to Federal Service Academy
- Enlisting

Cancel After Reservation: 3 (not reflected in deposit #)

- Enlisting and couldn't start classes until late fall; will reapply next year
- Appointment to Federal Service Academy



Appointed Student Survey Results

As of 24 APR

Application

- 51% applied to 7+ schools
- 22% applied to 10+ schools
- 34% were admitted to 7+ schools
- 12% were admitted to 10+ schools
- 61% have visited post
- 75% stated they submitted their FAFSA
 - Of those that haven't, 61% stated they plan to submit the FAFSA
 - 85% stated they planned to submit the FAFSA within 2 weeks of completing the survey

Acceptance/Likelihood to Enroll

- 30% rank VMI as their 1st choice among schools accepted to
- 50% rank VMI in their top 3 choices
- 24% only considering military colleges
- 49% looking at mix of military colleges and traditional colleges/universities
- 32% plan to enroll at VMI
- 49% "still thinking"
- 19% will not attend
- Scale 1-5... Factors influencing enrollment decision:
 - ROTC programs: 4.38/5
 - Military lifestyle: 4.17/5
 - Academic reputation: 4.25/5
 - Major options: 4.1/5
 - Cost to attend/FA: 4.07/5
- 47% state cost to attend VMI is the primary factor in their enrollment decision

Barriers

- 17% would not have applied if assessed an application fee; 19% were unsure
 - Potential loss of 349-748 applications
- 17% would not have applied if VMI wasn't on Common App; 14% were unsure
 - Potential loss of 349-636 applications



Appointed Student Microsite

The screenshot shows a web browser window displaying the 'Academic Planner' microsite. The browser's address bar shows the URL: <https://vmi-7430/microsite/511/areas/4511a/section/academic-planner>. The page features a large banner image of cadets in uniform with the text 'See What You'll Be Taking' and 'Look up your academic program for sample course schedules.' Below the banner is a navigation menu with options: NEXT STEPS, ACADEMIC PLANNER (highlighted), CAREER CONNECTOR, LOCATION EXPLORER, and CADET LIFE. A user profile icon for 'Deput S.' is visible in the top right. The main content area is titled 'YOUR CURRENT MAJOR' and shows a dropdown menu for '+ Applied Mathematics'. Below this, four columns represent the course schedules for Freshman, Sophomore, Junior, and Senior years, each starting with a 'Fall' semester. The courses listed are:

Year	Semester	Course
FRESHMAN YEAR	Fall	MA 101 - 3 Credits Matrix Algebra
		MA 121 - 3 Credits Calculus & Analytic Geometry I
		PH 201 - 4 Credits Physics w/ Lab
		WR 101 - 3 Credits Writing and Rhetoric I
		HS 101 - 3 Credits World History I
SOPHOMORE YEAR	Fall	MA 215 - 4 Credits Calculus With Analytic Geometry II
		MA 221 - 3 Credits Matlab Programming
		MA 311 - 3 Credits Elementary Differential Equations
		ELEC 201 - 4 Credits Science Elective (Biology)
JUNIOR YEAR	Fall	MA 301 - 3 Credits Elementary Linear Algebra
		MA 321 - 3 Credits Probability and Statistics
		MA 401 - 3 Credits Mathematics Elective
		ELEC 101 - 3 Credits Free Elective
SENIOR YEAR	Fall	MA 402 - 3 Credits Numerical Analysis
		MA 499R - 3 Credits Research Practicum in Applied Mathematics
		MA 499 - 3 Credits Mathematics Elective
		ELEC 101 - 3 Credits Free Elective



Wait List Data & Yield Projections As of 26 APR 2024

Waitlist Data:

- 236 on waitlist
- 140/178 respondents to our waitlist survey have asked to remain on waitlist.
 - For many, VMI is their #1 choice.
- (Soft) survey deadline was 1 APR 2024

Appointments:

1388
34%= 472
35%= 486
36%= 499
37%= 513
38%= 527
39%= 541
40%= 555

1425
34%= 485
35%= 499
36%= 513
37%= 527
38%= 541
39%= 555
40%= 571

Range: 499-527

***3-year average of 56 PTR/RE (deposits on WAM) after 1 MAY.



Financial Aid Updates

FAFSA Simplification Updates - 2024/2025

- FAFSA is improving but still facing complications
 - Reprocessed FAFSAs, IRS Tax Data formulaic errors
- Nationally, FAFSA filing rates are down 36% (VA is down 30% PIT - as of 4/12/24)
 - 23/24, VMI had 3,267 total FAFSA applications (includes duplicates)
 - As of 5/1/24, VMI has 2,225 total FAFSA applications (includes duplicates)
 - Returning members of the Corps historically wait later to complete the FAFSA

VMI Financial Aid Timeline

- Began sending out financial aid offers in March
 - Earlier than the majority of institutions
 - Developed a 3-wave approach:
 - 1st wave: completion of incoming Rat class with no FAFSA errors
 - 2nd wave: completion of incoming Rat class that have been reprocessed
 - 3rd wave: will work to complete the incoming Rat class with IRS complications (early May)
 - Began awarding returning Corps in small groups throughout the above
- As soon as FAFSAs were released to schools VMI began sending information to students on items missing, issues, etc. through customized email correspondence



Financial Aid Updates

FAFSA Import Tracking

	Linked	Unlinked	# Rejected	% Rejected	# w/SAR C	% w/SAR C	Total Imported
3/22/2024	273	138	71	26%	4	1%	411
3/26/2024	396	345	79	20%	12	3%	741
3/28/2024	86	67	7	8%	3	3%	153
4/1/2024	8	1	2	25%	0	0%	9
4/3/2024	11	4	5	45%	0	0%	15
4/4/2024	15	5	7	47%	0	0%	20
4/5/2024	2	3	1	50%	0	0%	5
4/9/2024	4	2	1	25%	0	0%	6
4/10/2024	8	10	1	13%	0	0%	18
4/12/2024	16	6	2	13%		0%	22
4/15/2024	26	16	1	4%	1	4%	42
4/17/2024	65	39	1	2%	1	2%	104
4/18/2024	40	20	5	13%	1	3%	60
4/19/2024	27	16	2	7%	1	4%	43
4/23/2024	63	25	1	2%	3	5%	88
4/24/2024	172	59	1	1%	3	2%	231
4/26/2024	18	12	3	17%	2	11%	30
4/29/2024	21	17	3	10%	1	5%	38
4/30/2024	103	39	6	6%	1	1%	142
5/1/2024	33	14	1	3%	0	0%	47
	1387	838	199	14%	33	2%	2225



Call to Duty Updates

Total Applications

288

Total Awarded

99

3-YR ARMY: 41
4-YR ARMY: 21
4-YR NAVY: 32
4-YR AIR FORCE: 5

In-State: 32
Out-of-State: 67

Male: 79
Female: 20

Class of 2027	
December 2022	93
January 2023	42
February 2023	72
March 2023	27
April 2023	13
May 2023	10
June/July/August 2023	5
Total Applications	262

Class of 2028	
October 2023	8
November 2023	12
December 2023	74
January 2024	38
February 2024	69
March 2024	50
May and on	37
Total Applications	288



Academics Update

May 3, 2024

Brig. Gen. Robert Moreschi
Deputy Superintendent
Dean of the Faculty



Selected AY23-24 Activities

- SACSCOC Accreditation Submissions and Reviews
 - 2025 Submission to seek reaffirmation
 - 2026 Review
 - 2027 Certification
- Preparing Fall 2024 ABET and AACSB accreditation reviews
- Review of academic standards
- Implemented track options in the Computer and Information Sciences curriculum (Theory, Cyber, IT)
- Fully staffed Miller Academic Center and Registrar
- Implemented new curriculum for non-commissioning cadets' leadership lab
- Developing additional academic support services for at-risk students
- Innovation Programming: Summer Undergraduate Entrepreneurship Program
- Constitution Event: The Past and Future of Affirmative Action, 4 April
- Undergraduate Research Symposium: 3 April, 75+ cadet presentations
- Articulation Agreement with DEVCOM/Army Research Lab



Selected AY23-24 Activities, cont'd

- Build-out of CIS cadet research project lab – 3rd floor Preston Library
- Developing 4+1 master's degree programs with George Mason University
- New Faculty onboarding – success in a military environment
- Review of academic advising for best practices
- Peay Academic Excellence build-out
- Women's Faculty Working Group
- Faculty Advisory Council
- Olmsted Foundation Trip – Vietnam, 8 cadets, 4 faculty/staff
- San Remo Law of Armed Conflict Symposium/Debate, 6 cadets, 1 faculty (most awards amongst 25 participating military institutions)
- Mir-Yam Institute: Trip to Poland (not Israel), 20 cadets, 2 faculty/staff
- Institute Honors: 31 Honors Presentations



Commandant Update

May 3, 2024

Col. Adrian Bogart '81
Commandant



Cadet Co-Curriculum Training Model

Professional and with Purpose. Intensive Training Cycle, Commandant's intent, Cadet planned and executed, COMMSTAFF advised

Skills Training consists of Range Safety Officer, EMT, CPTF

SKILLS
23%

PHYSICAL FITNESS (NON-COMM)
5%

Physical Fitness Training is for non-commissioning Cadets and includes remedial PT. ROTC PT under academic time

RAT LINE ACTIVITIES
19%

Rat Line Activities consists of Sweat Parties, 4, 8, 12, and 20 mile Road Marches, New Cadet Military Training, Rat Challenge, House Mountain, and the Crucible (Break-Out).

CADET LEADER DEVELOPMENT
53%
Cadet Leader Development Training consists of Parades, Inspections, March Downs, Guard, Officer and Class Training.

Descriptor. After removing Sundays, and holidays, we are using a baseline of 200 days for an Academic Year, with a 12-hour day that equates to 2,400 hours of Cadet duty time (without evening study), of which 830 hours or 35% is devoted to Co-Curriculum training (Honor, Regiment, Class, NCMT, and Leader Development).

Typical Training Schedule for a Week

Week 31: Mon 15 Apr - Sun 21 Apr 2024							Craft
Monday, 15 April 2024	Event	Location	Attendance	Inspector	Notes		
0800-1000	Class	Classroom	100	100			
1000-1200	Class	Classroom	100	100			
1200-1300	Meal	CAFeteria	100	100			
1300-1400	Class	Classroom	100	100			
1400-1500	Class	Classroom	100	100			
1500-1600	Class	Classroom	100	100			
1600-1700	Class	Classroom	100	100			
1700-1800	Class	Classroom	100	100			
1800-1900	Class	Classroom	100	100			
1900-2000	Class	Classroom	100	100			
2000-2100	Class	Classroom	100	100			
2100-2200	Class	Classroom	100	100			
2200-2300	Class	Classroom	100	100			
2300-2400	Class	Classroom	100	100			
2400-2500	Class	Classroom	100	100			
2500-2600	Class	Classroom	100	100			
2600-2700	Class	Classroom	100	100			
2700-2800	Class	Classroom	100	100			
2800-2900	Class	Classroom	100	100			
2900-3000	Class	Classroom	100	100			
3000-3100	Class	Classroom	100	100			
3100-3200	Class	Classroom	100	100			
3200-3300	Class	Classroom	100	100			
3300-3400	Class	Classroom	100	100			
3400-3500	Class	Classroom	100	100			
3500-3600	Class	Classroom	100	100			
3600-3700	Class	Classroom	100	100			
3700-3800	Class	Classroom	100	100			
3800-3900	Class	Classroom	100	100			
3900-4000	Class	Classroom	100	100			
4000-4100	Class	Classroom	100	100			
4100-4200	Class	Classroom	100	100			
4200-4300	Class	Classroom	100	100			
4300-4400	Class	Classroom	100	100			
4400-4500	Class	Classroom	100	100			
4500-4600	Class	Classroom	100	100			
4600-4700	Class	Classroom	100	100			
4700-4800	Class	Classroom	100	100			
4800-4900	Class	Classroom	100	100			
4900-5000	Class	Classroom	100	100			
5000-5100	Class	Classroom	100	100			
5100-5200	Class	Classroom	100	100			
5200-5300	Class	Classroom	100	100			
5300-5400	Class	Classroom	100	100			
5400-5500	Class	Classroom	100	100			
5500-5600	Class	Classroom	100	100			
5600-5700	Class	Classroom	100	100			
5700-5800	Class	Classroom	100	100			
5800-5900	Class	Classroom	100	100			
5900-6000	Class	Classroom	100	100			
6000-6100	Class	Classroom	100	100			
6100-6200	Class	Classroom	100	100			
6200-6300	Class	Classroom	100	100			
6300-6400	Class	Classroom	100	100			
6400-6500	Class	Classroom	100	100			
6500-6600	Class	Classroom	100	100			
6600-6700	Class	Classroom	100	100			
6700-6800	Class	Classroom	100	100			
6800-6900	Class	Classroom	100	100			
6900-7000	Class	Classroom	100	100			
7000-7100	Class	Classroom	100	100			
7100-7200	Class	Classroom	100	100			
7200-7300	Class	Classroom	100	100			
7300-7400	Class	Classroom	100	100			
7400-7500	Class	Classroom	100	100			
7500-7600	Class	Classroom	100	100			
7600-7700	Class	Classroom	100	100			
7700-7800	Class	Classroom	100	100			
7800-7900	Class	Classroom	100	100			
7900-8000	Class	Classroom	100	100			
8000-8100	Class	Classroom	100	100			
8100-8200	Class	Classroom	100	100			
8200-8300	Class	Classroom	100	100			
8300-8400	Class	Classroom	100	100			
8400-8500	Class	Classroom	100	100			
8500-8600	Class	Classroom	100	100			
8600-8700	Class	Classroom	100	100			
8700-8800	Class	Classroom	100	100			
8800-8900	Class	Classroom	100	100			
8900-9000	Class	Classroom	100	100			
9000-9100	Class	Classroom	100	100			
9100-9200	Class	Classroom	100	100			
9200-9300	Class	Classroom	100	100			
9300-9400	Class	Classroom	100	100			
9400-9500	Class	Classroom	100	100			
9500-9600	Class	Classroom	100	100			
9600-9700	Class	Classroom	100	100			
9700-9800	Class	Classroom	100	100			
9800-9900	Class	Classroom	100	100			
9900-10000	Class	Classroom	100	100			



AY 2021 - 2022 (Regulations)

AY 2022 - 2023 (Training)

AY 2023 - 2024 (Leader Development)



The Study of War

Educate on the Art and Science of Military Campaigning visualized through Battlefield Staff Rides where history was made.

Class of 2027 Staff Ride of New Market, 13 April 2024

Mission. Cadets travel to the New Market Battlefield to learn about the Civil War in Virginia and the Battle of New Market in 1864.

Who: Elements of the Class of 2027

What: Staff Ride of New Market Battlefield

When: Saturday, 13APR2024

Where: New Market Battlefield State Historical Park, Virginia

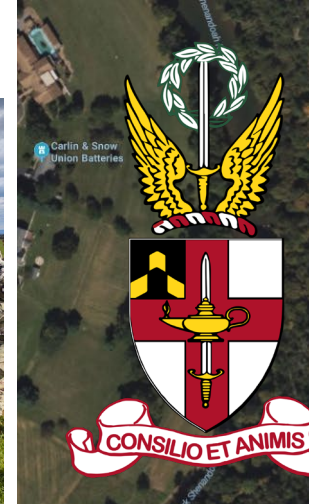
Why: To learn about the 1864 Valley Campaign and the Battle of New Market during the 1864 Campaign and be on the same ground where the VMI Corps of Cadets fought as a unit.

Task: VMI Co-curriculum educates on the Art and Science of Military Campaigning visualized through Battlefield Staff Rides where history was made.

Purpose:

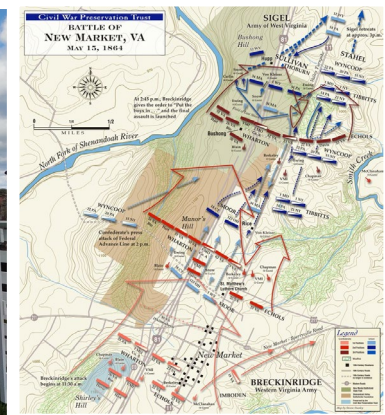
- (1) Educate on aspects of military campaigns which convey specific lessons of the past to future leaders. This furthers professional development of leaders of character which VMI builds.
- (2) Learn the Operational Art of Campaigning focused on the Principles of Joint Operations.
- (3) The VMI Club for American Campaign and Warfare Studies Group Serve or as a Class event, where Cadets travel and learn together, drawing memorable 'on-the-ground' engagements.

Method: Battlefield Staff Rides learning the Principles of Joint Operations.



Staff Ride New Market

- Objective
- Offensive
- Mass
- Maneuver
- Economy of Force
- Unity of Command
- Security
- Surprise
- Simplicity
- Restraint
- Perseverance
- Legitimacy





Strategic Plan Update

May 3, 2024



Outline

1. Purpose/Background
2. Strategic Initiative Co-Leads
3. Draft Actions/Metrics
4. Next Steps/Summary
5. Questions



Purpose/Background



The purpose of this brief is to provide a progress update on strategic planning implementation efforts, including:

- Timeline/BOV's Approval of the Strategic Plan
- Overview Mission/Vision/Values
- Overview of 5 Strategic Initiatives
- Structure of the Strategic Plan – Focus on Actions/Metrics



Background - Timeline



Timeline





Mission

Produce educated, honorable men and women prepared for the varied work of civil life, imbued with love of learning, confident in the functions and attitudes of leadership, possessing a high sense of public service, advocates of the American Democracy and free enterprise system, ready as citizen-soldiers to defend their country in time of national peril.

Vision

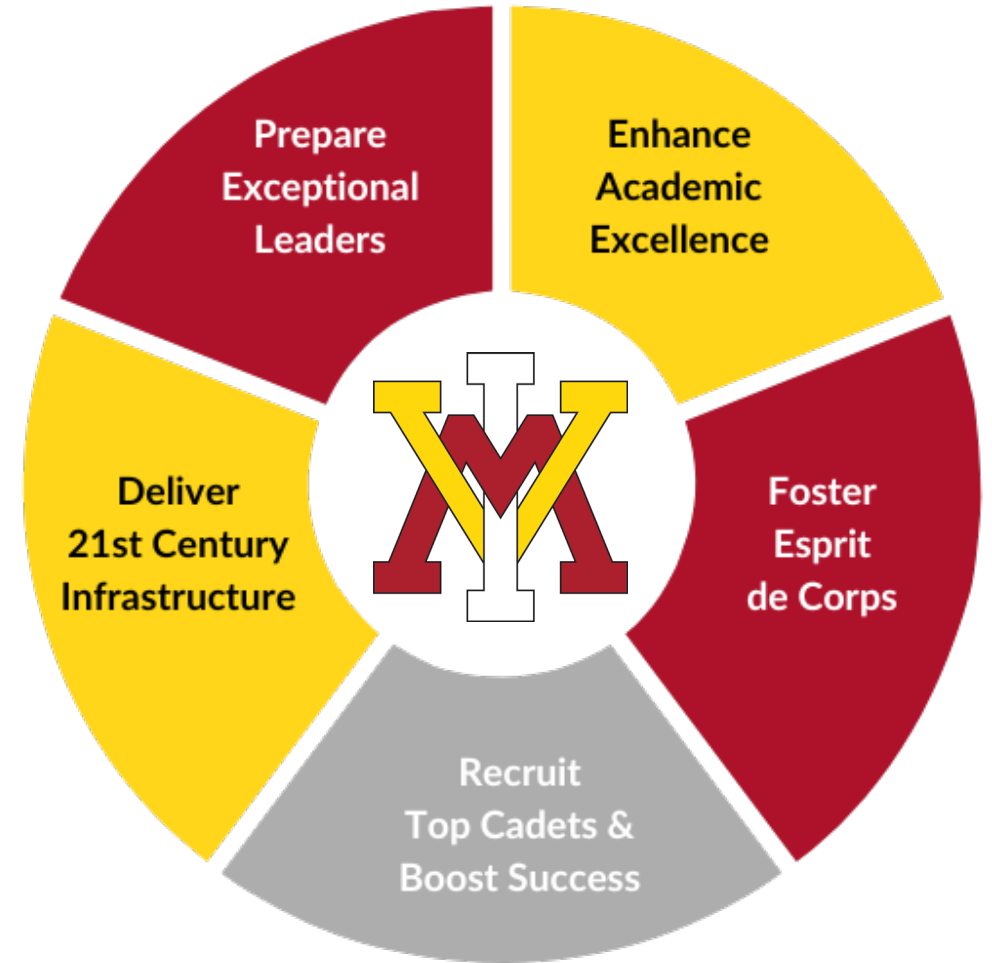
The VMI vision is to be the premier small college in the nation, unequalled in producing educated and honorable citizen-leaders, with a global reputation for academic excellence.

Values

- Honor
- Excellence
- Self-discipline
- Courage
- Esprit de Corps
- Selfless Service
- Resilience



Culminating Effort – 5 Strategic Initiatives





Strategic Plan Structure



Current phase is focused on creating actions/metrics

- Assigned co-leads to each initiative Spring 2024
- Co-leads formed diverse working groups
- Working groups drafted actions/metrics aligned with initiative objectives
- Superintendent briefed in April
- Currently in the refinement and finalization stage



Strategic Initiatives Co-Leads

Directed by LTC Michael McCarthy '78 Strategic Planning Officer



Prepare Exceptional Leaders



Col. Adrian T. Bogart '81,
Commandant
Col. David Gray,
Director, CLE

Enhance Academic Excellence



Brig. Gen. Bob Moreschi,
Dean
Col. Rob McDonald,
Associate Dean

Recruit Top Cadets & Boost Success



Brig. Gen. Bob Moreschi,
Dean
Lt. Col. Shannon Eskam
Strategic Enrollment

Esprit de Corps



Col. Adrian T. Bogart '81,
Commandant
Brianna Williams,
Director, DOI

Deliver 21st Century Infrastructure



Brig. Gen. Dallas Clark '99,
Finance & Support
Col. Jeff Boobar '86,
Finance & Support



Summary of Objectives, Actions and Metrics



Initiative	# Objectives	# Draft Actions	# Draft Metrics
Prepare Exceptional Leaders	5	17	53
Enhance Academic Excellence	4	10	23
Recruit Top Cadets/Boost Success	3	8	21
Foster Esprit de Corps	4	33	45
Deliver 21 st Century Infrastructure	3	8	16
Total	19	76	158

Note: One overarching goal is articulated in the plan for each of the 5 strategic initiatives. Objectives are articulated in the strategic plan and vary from 3-5 for each initiative, 19 total.



Strategic Initiative: Deliver 21st Century Infrastructure

Invest in facility maintenance, operations, physical plant, and auxiliary facilities to advance VMI's academic, military, and athletics priorities.



VMI Vision Statement: To be the premier small college in the nation, unequaled in producing educated and honorable citizen-leaders, with a global reputation for academic excellence.



Objective #2: Advance capital investment.

Current State

Actions

Future State (Measures)

Problem Statement: There is a need to develop a long-term proactive plan for investing in facilities to advance VMI's auxiliary and athletic facilities.

Capital investment for auxiliary and athletic facilities requires the use of savings, debt and private support. The development of a proactive investment plan aligned with facility lifecycles and new facility initiatives is needed in connection with private support.

VMI operates and maintains many facilities that other institutions of higher education do not. Many facilities have been built or renovated within the past decade, but others need repair, modernization, or replacement. Providing continuously updated facilities and infrastructure is an important component of Forging 21st Century Leaders.

Action #1: (Long-term, high cost, highest priority):

Collaborate with the VMI Alumni Agencies and donors to advance the capital improvement plan.

Action #2: Update Capital Improvement Plan (CIP) annually to include a modernization plan for facilities.

Action #3: Collaborate with the state and federal governmental relations to prioritize and secure funding for VMI's capital improvement plan.

Metric #1: Raise approximately \$30M over a ten-year period (by 2034) in private funding to support renovation and construction of auxiliary and athletic facilities.

Metric #2: Develop in 2025 and sustain joint marketing strategies for auxiliary and athletic facilities in the Capital Improvement Plan with the VMI Alumni Agencies targeting capital improvement needs.

Metric #3: Increase in the VMI Operating Budget investment for auxiliary and athletic facilities resulting in a facilities investment of approximately \$20M by 2034.



Strategic Initiative: Enhance Academic Excellence

Colleges and universities have been innovating through research and pedagogy. VMI must adapt to teaching 21st-century cadets, fostering innovation in our classrooms and laboratories.



VMI Vision Statement: To be the premier small college in the nation, unequaled in producing educated and honorable citizen-leaders, with a global reputation for academic excellence.



Objective #1: Enhance effective pedagogical approaches to promote cadet engagement and enhance academic achievement

Current State

Actions

Future State (Measures)

VMI has a renowned reputation for its commitment to highly personalized educational experiences. With average class sizes of about 16 and a current student-to-faculty ratio of about 10 to 1, we are a standout among competitors in providing engaging learning experiences. To continue to build on prior successes and to integrate innovative educational approaches, VMI seeks to leverage the science of academic motivation and human learning. Currently, this capability is fragmented and only occurs among faculty with an interest in pedagogical research.

Action #1: (Long-term, high cost, highest priority): Create infrastructure to facilitate faculty development in the science of teaching and learning (SOTL) to achieve their pedagogical and scholarship goals

Action #2 (Near-term, low cost): Evaluate and revise, as needed, the core and major curricula to ensure relevance and effective pedagogies

Action #3 (Short-term, low cost): Evaluate and improve teaching through evidence-based professional development

Metric #1: Establish a center for teaching and learning, staffed by professionals with expertise in instructional design, effective discipline-specific pedagogies and educational technologies.

Metric #2: Increase the annual faculty development budget to support full-time faculty participation in external teaching-centered workshops and conferences, to award 10 grants annually.

Metric #3: Establish a scale and provide a budget sufficient to incentivize full-time faculty participation in select internal teaching-centered workshops and events sponsored on Post by the Center for Teaching and Learning and Academic Support units, to involve at least 50% of assistant professors and 25% of associate and full professors annually.



Strategic Initiative: Recruit Top Cadets & Boost Success

Competition for top high school graduates is fierce. VMI must recruit and retain future cadets who exemplify courageous ambition. We must strive to ensure our valued method of education remains affordable and relevant.



VMI Vision Statement: To be the premier small college in the nation, unequaled in producing educated and honorable citizen-leaders, with a global reputation for academic excellence.



Objective #1: Adopt and integrate a strategic enrollment management unit that integrates admissions, financial aid, marketing, and cadet support into one unit.

Current State

Actions

Future State (Measures)

Effective SEM models align recruitment efforts with retention strategies which is currently lacking. Integrating these elements can maximize resources and improve services for cadets ultimately delivering a cadet-centered experience.

- Lack of software to track cadets from pre-enrollment to Alumni status
- Recruitment and retention efforts are not integrated across Post
- Risk: Costs for implementation of software
- Risk: PIV Grant implications
- Risk: Clear lines of delineation for recruitment and retention efforts

Action #1: (Long-term, high cost, highest priority): Implement retention software for early identification of at-risk cadets and imbed coordinated intervention strategies across Post.

Action #2 (Near-term, low cost): Integrate cadet services including Admissions, Financial Aid, Marketing, Cadet Retention Center and other cadet services under Strategic Enrollment Management.

Action #3 (Short-term, low cost): Recruit and retain a diverse and high-quality Corps of Cadets.

Metric #1: Establish a Cadet Retention Center that is housed under Strategic Enrollment Management by the Fall of 2026.

Metric #2: Increase the Corps size from the current size of 1465 to 1750 by the Fall of 2027.

Metric #3: Reduce matriculation day to census day melt by 1-3% by the Fall of 2027.

Metric #4: Achieve a 3-year retention rate from the fourth class to third class year of 90% by xxx

Metric #5: Increase the 4-year graduation rate to 70% and the 6-year graduation rate to 85% by xxx



Strategic Initiative: Foster Esprit de Corps

VMI proven to be the Best Leadership College in the United States. Facilitate a supportive, respectful, and professional operating environment for cadets, faculty, staff, and alumni.



VMI Vision Statement: To be the premier small college in the nation, unequaled in producing educated and honorable citizen-leaders, with a global reputation for academic excellence.



Objective #3: Effect employee well-being.

Current State

Actions

Future State (Measures)

Improvements are needed for a supportive work environment that enhances employees' well-being through effective recruitment, onboarding, development, engagement, and compensation. Continued professionalized staff allows for a higher level of education and learning for Cadets, improves management of the Institute functions, and increase the quality off the Citizen-Soldier which VMI produces.

- Decreased numbers of professionals and decreased productivity (Staff).
- Reduced achievement the full measure of the VMI experience and staff effectiveness decreased due to expected professional level (Corps).

Action #1: (Long-term, high cost, highest priority): Ensure a competitive total reward system, including compensation, benefits, recognition, and career growth programs which strengthens VMI as a desirable long-term career option.

Action #2 (Near-term, low cost): Develop and employ innovative recruiting techniques to attract diverse best qualified talent from the military, industry, and higher education to serve across the Institute's that understand their role in developing future citizen-soldiers, citizen-leaders.

Action #3 (Short-term, low cost): Increase professional development opportunities to develop and retain the Institute team members to learn and apply best practices in pedagogy, coaching and support services and to advance as experts in their fields.

Metric #1: By AY 27-28, develop a stepped compensation system for A/P employees. Hire to 95% of staff authorizations across the Institute See an increase of 10% year over year on work/life balance metric, and improve employee retention by 15% each year

Metric #2: Starting in AY 24-25 and implement by AY 25-26, establish a baseline of retired/former military, qualified former industry, higher education professionals and develop an employee awards program.

Metric #3: Commencing AY 24-25, annually update faculty and staff on professional/ leadership development opportunities on and off Post, and centrally fund professional development opportunities to allow 5% of the workforce to attend.



Strategic Initiative: Prepare Exceptional Leaders

Prepare Exceptional Leaders within the Corps of Cadets as part of the nation's premier undergraduate leadership program that stresses mental toughness, academic astuteness, physical fitness and for which the Rat Line, Honor, Regimental, and Class systems are foundational.



VMI Vision Statement: To be the premier small college in the nation, unequalled in producing educated and honorable citizen-leaders, with a global reputation for academic excellence.



Objective #1: Teach, coach, mentor and guide cadets through the VMI Journey leader development model to help them cultivate the knowledge, skills, and dispositions to become highly effective leaders.

Current State

Actions

Future State (Measures)

- **Problem: How to enhance the quality of cadet leadership development across the four developmental domains?***
- Embarking upon their VMI leadership journey is a courageous undertaking for any new cadet. It's a challenge not meant to be easy, and VMI's system is time tested.
- According to leader development literature, role models who coach and mentor are an essential component for effective leader development. At VMI TAC officers fulfill this immediate role within the Commandant's staff.
- Currently, selected members on the Commandant's staff are dual-hatted as TACs and are unable to devote their full attention solely to helping cadets acquire the knowledge, skills, and self-awareness that are foundational for exceptional leaders.
- Dedicated TAC Officers will contribute to greater cadet leadership capacity, better retention, and improved esprit de corps.

Action #1: (Long-term, high cost, highest priority): Invest in full time Tactical Officers to guide, coach, and mentor in each company and battalion headquarters.

Objective #1: Teach, coach, mentor and guide cadets through the VMI Journey leader development model to help them cultivate the knowledge, skills, and dispositions to become highly effective leaders.

Metric #1: Progressively invest in a full complement of dedicated, full-time officers over the course of plan:

- 2 by 2026
- 7 by 2030
- 13 by 2034

Metric #2: TACs provide formal, written feedback to every cadet on their leadership style and effectiveness annually.

* The 4 developmental domains are: **Capacity**(knowledge/skills); **Enactment** (leader behaviors); **Motivation** (desire to lead); and **Efficacy** (self-confident of success). *VMI Journey*, pg. 10



Next Steps



Step 1

Step 2

Step 3

Step 4

Step 5

Transition to
Strategic Planning
Officer

Finalize
Actions/Metrics/KPIs

May 31 Deadline

Determine
resourcing
needs/refine
prioritization

Now & Ongoing

Brief the BOV on
Finalization of
Actions/Metrics

Summer 2024

Rollout:
Marketing
Gov. Relations
Studies &
Assessments

Late
Summer/Early
Fall 2024

Report on
Progress
Frequently
Internally,
Annually to BOV

September
Meetings



Questions?





Tuition & Fee Briefing

May 3, 2024



2024 – 2025 Tuition & Fees

2024 – 2025 tuition and fee recommendation:

2.9% tuition and fee increase

- ***Covers increased costs such as salary increases, utilities, maintenance, and health insurance premiums***
- ***Provides for strategic priority implementation***
- ***Anticipates increased revenue from Richmond***

Tuition and fee increase complies with governor's guidance.



Assumptions

- Class of 2028: 495 Cadets
 - 297 Virginia Cadets (60%) vs. 198 Non-Virginia Cadets (40%)
- Old Corps: 1,064 Cadets
 - 676 Virginia Cadets (63.5%) vs. 388 Non-Virginia Cadets (36.5%)
- Census Date Enrollment: 1,526 (decrease of 34 cadets compared to 2024-25)



FY 25 Increased Costs

Personal Services Expenditures	
3% Pay Increase (60/40 split, 100% for auxiliary)	\$2,062,941
6.3% Medical Insurance Increase	560,995
SCHEV Pell Initiative (5 staff)	500,541
Indirect Cost Expense	780,000
Bonuses Budgeted (FY 2024)	(687,866)
Other FY 24 Salary and Benefit Changes	183,545
Total FY 25 Personal Services Increases	\$3,400,156

Non-Personal Services Expenditures	
SCHEV Pell Initiative Programs	\$420,301
Increase in Utilities (Water, Sewer, Electric, Gas)	111,058
Increase in Contingencies	129,635
Reduced Indirect Cost Recovery	(780,000)
Increase in Maintenance Project Cost	387,000
Reduction in Debt Service	(11,000)
Transfer Costs to UMA	111,000
VMIAA Supported Expenses	590,343
Increase in Athletic Operational Expenses	225,007
Total FY 25 Non-Personal Services Increases	\$1,183,344



Total FY 25 Increased Costs (above FY 24 budget)

Total Increased Costs	
Personal Services Increases	\$3,400,156
Non-Personal Services Increases	1,183,344
<i>Total FY 25 Increased Costs over FY 24</i>	\$4,583,500



FY 25 Anticipated Additional Revenues

Anticipated Revenue Necessary to Meet Increased Expenses	
New State General Funds (FY 25 Affordable Access)*	\$937,500
New State Affordable Access Funds (Not Budgeted FY 24)*	832,000
FY 25 Central Appropriations*	646,475
FY 24 Central Appropriations (greater than budgeted)*	395,684
<i>Increased Tuition and Fees (2.9% overall)</i>	2,706,000
Increased Tuition Revenue used for Financial Aid	(1,200,000)
Increased VMIAA Support and Other Private Support	2,135,000
Increased VMI Endowment Earnings	37,000
Increased Athletics Revenue	279,000
Planned Reduction in Auxiliary Reserve	(3,321,000)
Increase in Other Income (Federal Financial Aid)	215,000
<i>Total Revenues to Meet Increased Expenses</i>	\$4,583,500

* Subject to final action of the General Assembly and the governor expected May 13.



Tuition & Fees Proposal

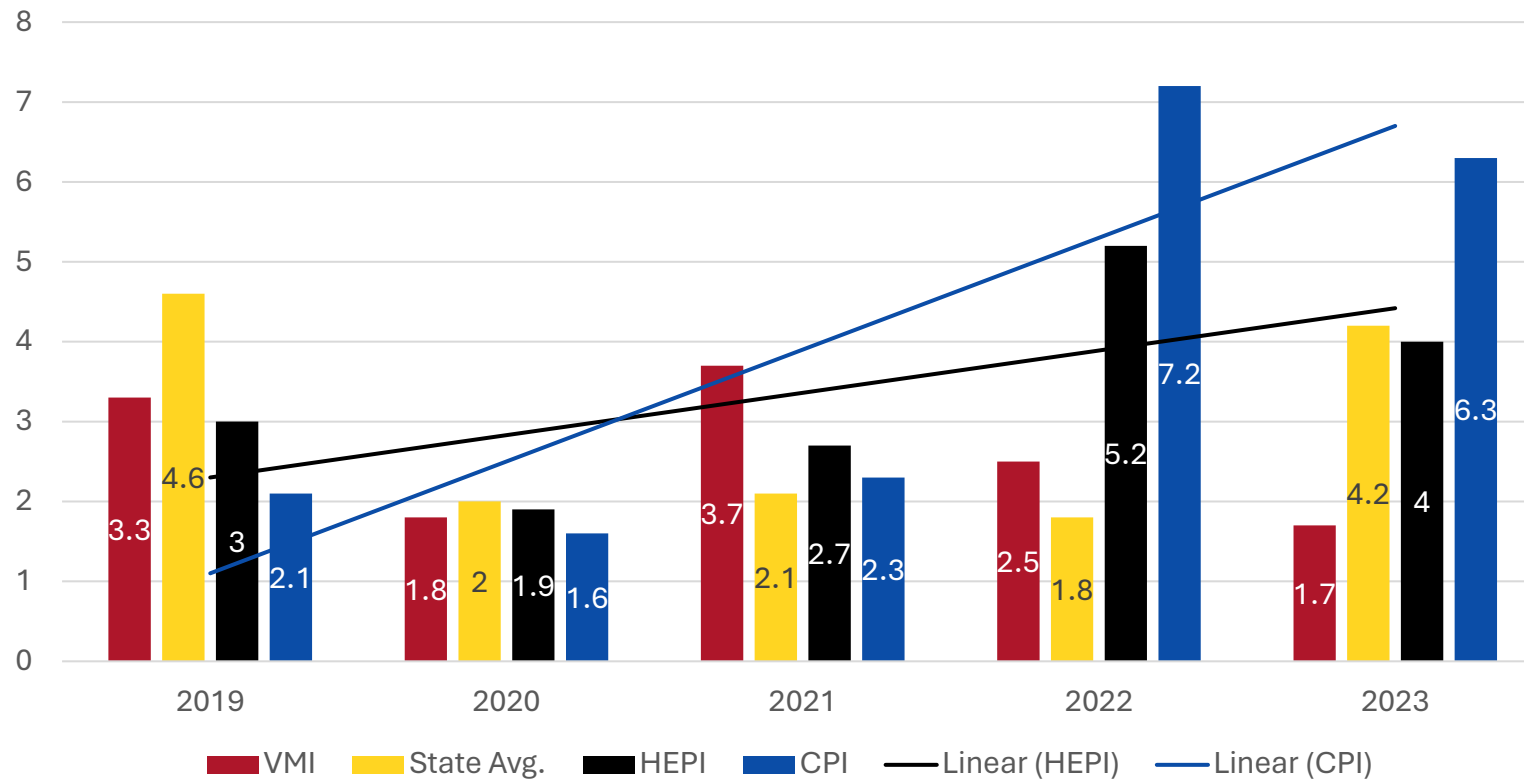
- Administration recommends an overall 2.9% increase:
 - 3% on tuition for Virginia and Non-Virginia cadets
 - 3% on Room and Board
 - 4% on Auxiliary Fees
 - No increase on Quartermaster Fees
- **Total increase for all cadets = 2.9%**
- Total revenue generated = \$2,706,000

	2024	2025	Increase (Decrease)	%
Tuition				
Virginia Cadet	10,076	10,378	302	3.0%
Non-Virginia Cadet	40,778	42,000	1,222	3.0%
Room Board				
Room	3,290	3,390	100	3.0%
Board	7,700	7,932	232	3.0%
Auxiliary Fees				
Athletic	3,950	4,230	280	7.1%
Medical	576	576	--	0.0%
Cadet Facilities / Activities	2,486	2,486	--	0.0%
Total Auxiliary Fees	7,012	7,292	280	4.0%
Quartermaster Charge				
Laundry / Pressing	470	470	--	0.0%
Haircuts	324	324	--	0.0%
Uniforms / UMA Activities	2,602	2,602	--	0.0%
Total Quartermaster Charge	3,396	3,396	--	0.0%
Total Virginia Cadet	31,474	32,388	914	2.9%
Total Non-Virginia Cadet	62,176	64,010	1,834	2.9%



In-State VMI vs. HEPI and CPI

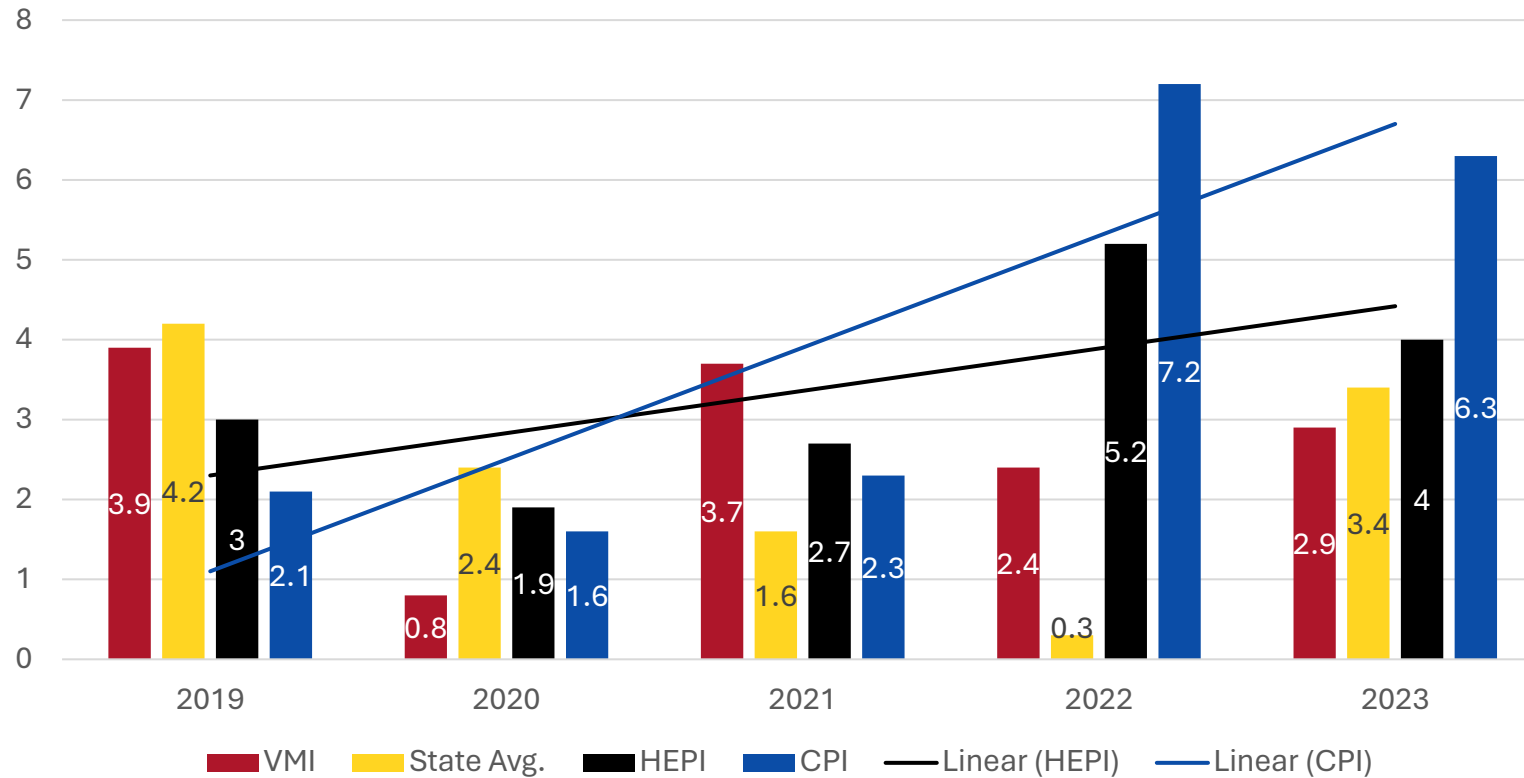
In-state Tuition & Fee Increase
(by percent)





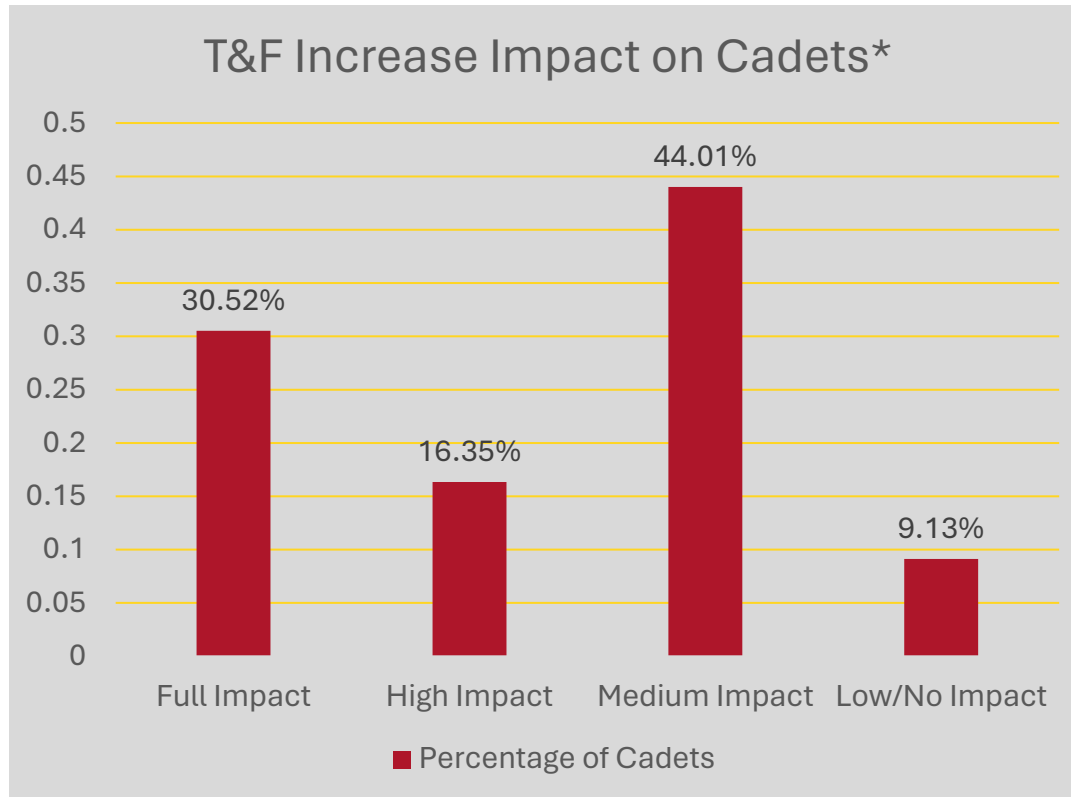
Out-of-State VMI vs. HEPI and CPI

Out-of-State Tuition & Fee Increase
(by percent)





Corps Impact



* Based on total aid before loans for 2023-24 Corps of Cadets.

Avg. in-state cost increase
after grant aid

\$267

Avg. out-of-state cost increase
after grant aid

\$1,119



Recommendation

- Administration recommends an overall 2.9% increase:
 - 3% on tuition for Virginia and Non-Virginia cadets
 - 3% on Room and Board
 - 4% on Auxiliary Fees
 - No increase on Quartermaster Fees
- **Total increase for all cadets = 2.9%**
- Total revenue generated = \$2,706,000

Recommendation complies with governor's guidance on tuition and fee increases for academic year 2024 – 2025.