



# Strategic Plan Approval Brief

Board of Visitors  
September 12, 2023

**Maj. Gen. Cedric Wins '85**  
U.S. Army (retired)  
Superintendent



## Strategic Planning Process Overview

The **purpose** of the strategic planning effort was to update VMI's strategic plan, Vision 2039, established in 2004.

The Strategic Planning Steering Committee worked to create a new plan that:

- Postures VMI for success, near-term and long-term
- Is comprehensive yet manageable in scope
- Engaged and energized faculty, staff, cadets, alumni and the VMI board

### Guiding Tenants

- Be the first-choice destination for talented cadets, faculty, and staff.
- Have a leadership and education model that other institutions of higher learning seek to emulate.
- Be a place where America's next generation of leaders learn to think critically and ethically, and work effectively in teams.
- Develop and graduate honorable men and women who serve with courage and compassion.

### Result:

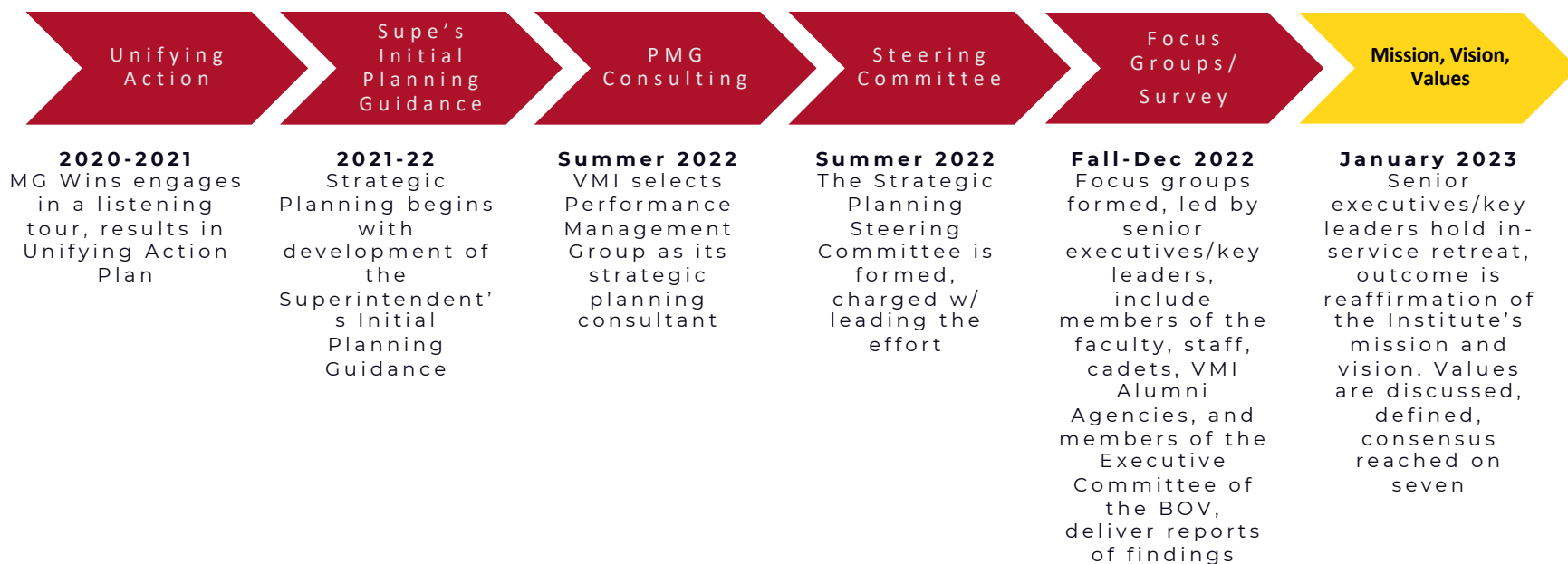
- Five strategic initiatives that provide direction and focus and maintains the Institute's distinctiveness.





# Strategic Planning Timeline

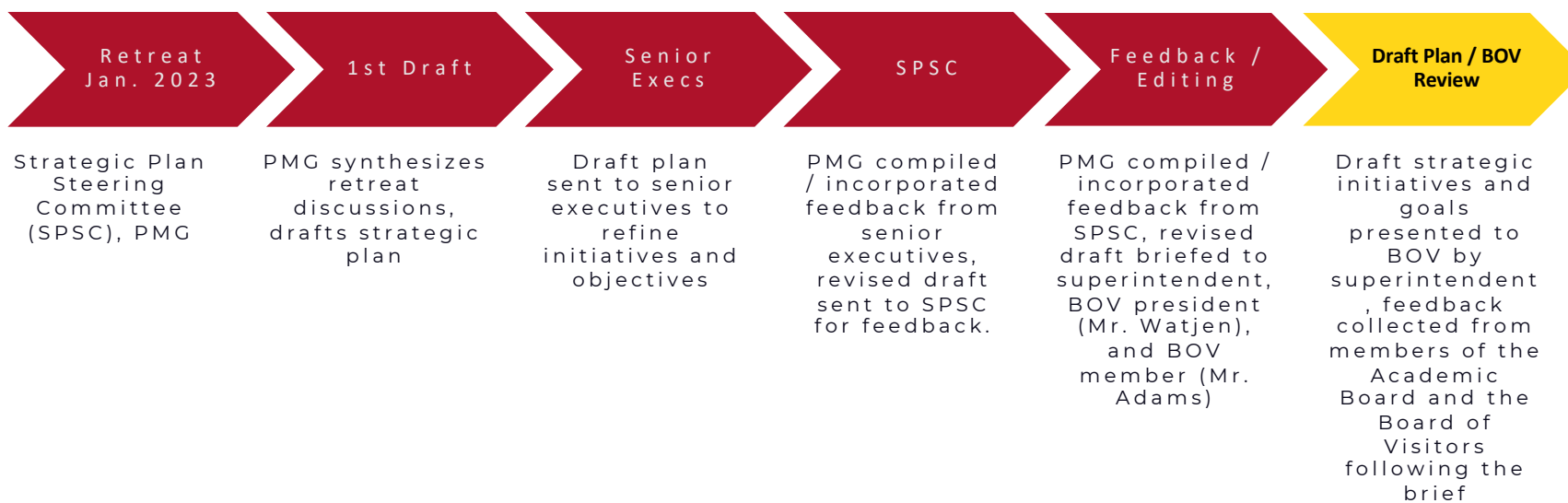
## Phase 1

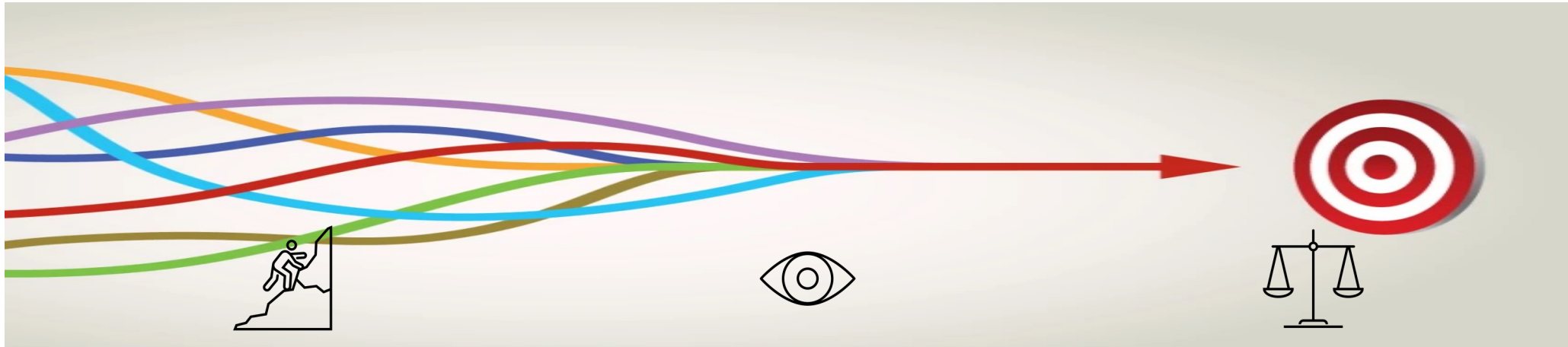




# Strategic Planning Timeline

## Phase 2





## Mission

No Change

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

No Change

Be the premier small college in the nation, unequalled in producing educated and honorable citizen-leaders with an international reputation for academic excellence, supported by a unique commitment to character development, self-discipline, and physical challenge, conducted in a military environment.

## Values

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





***Forging 21<sup>st</sup> Century Leaders***  
**Five Strategic Initiatives**





## Strategic Initiative Prepare Exceptional Leaders

**Goal:** Execute the premier leadership development program in the nation and develop a Corps of Cadets that is mentally tough, academically astute, physically fit, and for which the Honor System, Regimental System, Class System, and Rat Line are the foundational backbone.



Enhance VMI's model of training.

- Increase leadership minor participation
- Develop leadership certificate program
- Publish the VMI Leadership Journey model in prestigious journals



Ensure mentally and physically challenging experiences.

- Optimize training and academic schedules to promote health and wellness
- Increase STP participation, use evidence-based approaches



Prepare cadets for service upon gradation

- Commissioning remains a priority
- Develop partnerships with government agencies/corporate entities that offer internships



Explore graduate school-level programming

- Hire consultant firm
- Determine feasibility, demand, format, and location

# Strategic Initiative

## Prepare Exceptional Leaders



**Goal:** Provide the nation and the commonwealth's future leaders with a world-class education and training regimen.



### Enhance teaching and learning.

- Evaluate, revise the core curriculum, ensure relevance.
- Increase faculty development in the science of learning and academic motivation.



### Integrate new technology.

- Hybrid classroom capability
- State of the art lab equipment for STEM courses



### Recruit, retain, and promote distinguished faculty.

- VMI alumni incentivization
- Competitive faculty salaries
- Reduce the number of adjuncts teaching core curriculum courses



### Strengthen high-impact practices.

- Undergraduate research
- Internships
- Global learning
- Service learning





## Strategic Initiative Foster Esprit de Corps

**Goal:** Facilitate a supportive, respectful, and professional operating environment for cadets, faculty, staff, and alumni.



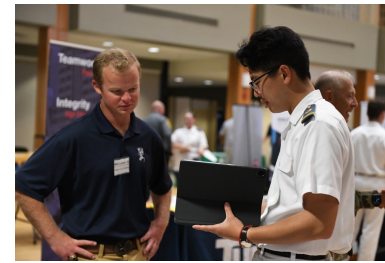
Foster safe, diverse, and inclusive environment.

- Code of a Cadet is central for cadet-focused efforts
- Actions guided by mission-appropriate, reputable scholars and organizations.



Enhances employees' well-being.

- New onboarding/mentoring
- Enhancements to professional development
- Innovative compensation models



Deepen VMI's connection with alumni, donors, and parents.

- New opportunities for connection, leadership development, mentoring
- Increase donor engagement



Provide experiential learning opportunities for cadets.

- Research-based training that promotes growth, enhances belonging, and fosters effective collaboration and teamwork with diverse groups

# Strategic Initiative

## Recruit Top Cadets & Boost Success



**Goal:** Recruit and retain talented cadets who embody VMI's core values of honor, courage, and excellence.



Adopt a strategic enrollment management framework.

- Grow the Corps 1750+
- Hire new staff/leadership
- Organize/integrate admissions, financial aid, marketing, and support



Achieve top 5 in VA, retention/graduation rates.

- Adopt new data/technology approaches
- Enhance cadet classroom engagement
- Assess and address prior-knowledge deficiencies



Provide quality support services to the Corps of Cadets.

- Build out cadet health and wellness services (nutrition, sleep, mental/physical wellbeing, etc.)
- Leverage data analytics and technology to optimize operations and cadet success

# Strategic Initiative

## Deliver 21<sup>st</sup> Century Infrastructure



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



Strengthen/enhance overall sustainment, restoration, and modernization of facilities.

- Planning and modernization to incorporate evolving programmatic requirements for classrooms, physical training, and NCAA athletics.

- Carroll Hall, Patchin Field, Moody Hall, CLE Phase II, energy efficiency enhancements, NEB expansion



Advance capital investment.

- Continued investment in improving Post facilities with investments from public and private sources to ensure modernization of all facilities including environmental stewardship



Enhance/modernize post-wide safety and security.

- Cadet safety and security is a top priority. Upgrades to barracks and post-wide physical and technology security

- Add gates and barricades to add safety to cadet training and for emergency situations



## Next Steps

Step 1

Triage actions,  
update/align  
senior executive  
operations plans

Step 2

Develop a  
website, KPIs,  
evaluation  
metrics

Step 3

Track  
progress

Step 4

Report on  
progress  
frequently  
internally,  
annually to the  
Board of  
Visitors





# ***Recommendation: Approval***

**Questions?**

