



Superintendent's Major Agenda Items

Maj. Gen. Cedric T. Wins '85

Board of Visitors Meeting
Jan. 26, 2024



Behind the Scenes...





Closing out 2023...

Family Weekend



Leadership Conference



Distinguished Service Award



Ring Figure



Summit on Free Speech



Braver Angels / Civil Discourse



Ranger Challenge



Three-Legged Stool





Closing out 2023...

Athletic Success



Holiday Celebrations



Commissioning / Graduation





Moving forward...

Admissions applications are strong



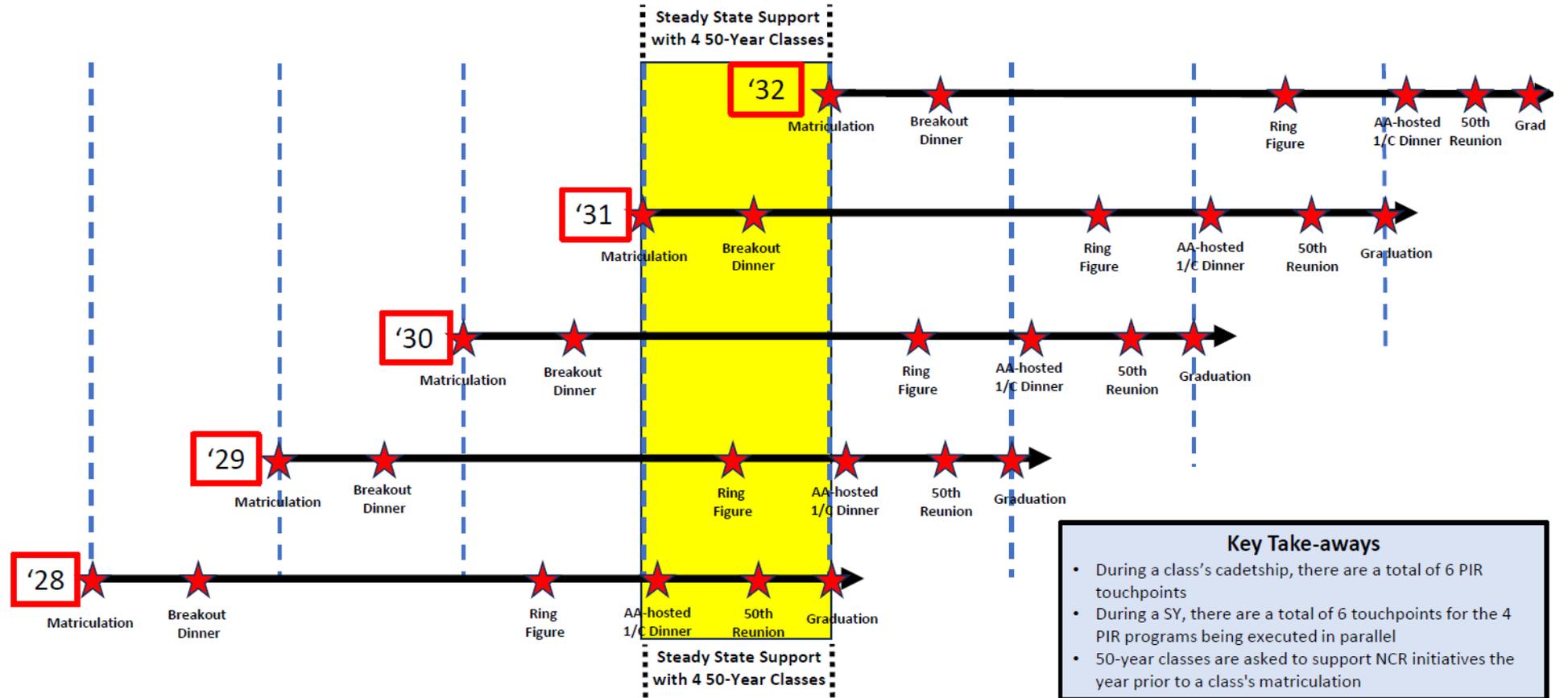
Call to Duty scholarships





Proposed Pass-In-Review Program

Annual Touch Points





Strategic Plan Implementation

Immediate Effort

- Strategic Planning Committee (SPC) provides oversight, coordination.
- Each initiative assigned co-leads (for continuity of effort).
- Co-leads chair one of five implementation groups.

Tasks and Deliverables

1. Develop specified and implied tasks.
2. Prioritize tasks.
3. Provide details on needed resources to complete tasks
4. Develop metrics to measure progress.
5. Develop a timeline for implementation (10-year span of effort).
6. Complete a risk assessment (i.e. justification, implications if not accomplished, reputational, financial).

Deadline: May 2024



Athletics Task Force



- Build an athletics program that fulfills the “Compete to Win” outcome of One Corps. One VMI.
- All teams should be relatively competitive with the goal of reaching conference championships.
- Task force will focus on:
 - Defining the value proposition of intercollegiate athletics
 - Cadet-athlete experience
 - 10-year vision for athletics
 - Resources need for success
- Membership to include athletic director, faculty, staff, Keydet Club, Board of Visitors.
- Recommendations for decision on way forward.



Legislative Engagement



- Unprecedented turnover in the General Assembly.
- Many visits to Richmond to build new relationships and strengthen existing ones.
- Hosted Del. Campbell, Sen. Austin, and Sec. of Finance last fall.



Recent updates...

SoCon Faculty / Staff Awards



Valley Forge Military Academy



Secret Service Recruiting



Swedish Chief of Defence Staff





Strategic Enrollment Management

Lt. Col. Shannon Eskam

Lt. Col. Joe Hagy

Board of Visitors Meeting

Jan. 26, 2024



Enrollment Management Update

- Enrollment Management – VMI Recruitment and Retention
 - Improve cross-departmental communication and collaboration
 - Improve organizational efficiency
 - Development of recruitment/retention objectives, metrics, etc.
 - Phase 1 approach – figure out where we are and where we want to be:
 - Will be working with Department Heads
 - Compiling/coordinating retention data
 - Pain points, areas of success, etc.
 - SCHEV Pell Initiative (SPI)
- Changes with software, processes, and other initiatives means 24/25 is essentially a baseline year for Admissions and Financial Aid
 - CRM
 - FA Contractor: automation and improvement of office processes



Admissions Updates / Highlights

Admissions Technology

- Implementation of Admissions CRM and Common App.
- Personalized microsites for appointed students and their parents.
 - Drive to deposit and next steps; 4-year academic planner, cadet life, connect with a current cadet, NBLS career/salary info, Location explore (Lexington).

Recruitment/Yield

- 126 cadets recruited for VMI at 116 high schools over Thanksgiving and Christmas furlough.
- 297 recruiting events 1 JUL -31 DEC (yearly target of 225 met); on-track to hit 350-375 for 2028 cycle.
- Spring OH numbers: FEB (100), MAR 1 (50), MAR 2 (50).
- New guaranteed admission agreement: Valley Forge Military Academy (PA).
 - Early discussion (Dean, SEM) with VFMC on a 1+3 agreement.
- VMIAA Volunteer Leadership Conference- alumni recruiter training.
- ROTC national awardee list for CTC.

Marketing

- Spark 451 Senior Admit/Yield launched.
- Spark 451 Parent Append- Match 70% of seniors in funnel.

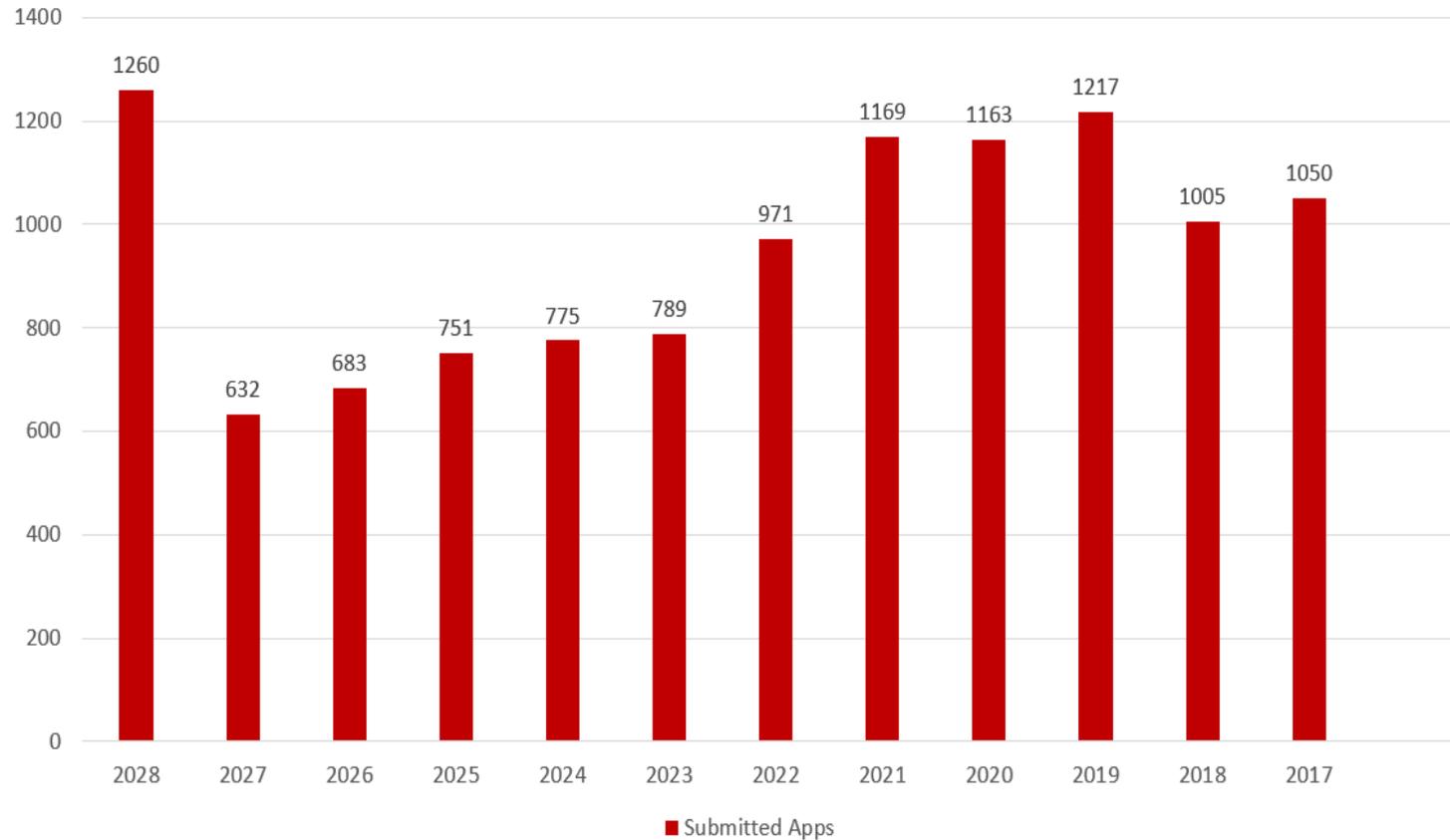
Staffing/Personnel

- Open positions: Regional Recruiter, New Cadet Navigator, Assistant Director of Admission (2)
- Recruiting POC until March 2024: MAJ Domonique Blum



Class of 2028

Submitted Applications, Last Day Before Christmas Furlough 2017-2028



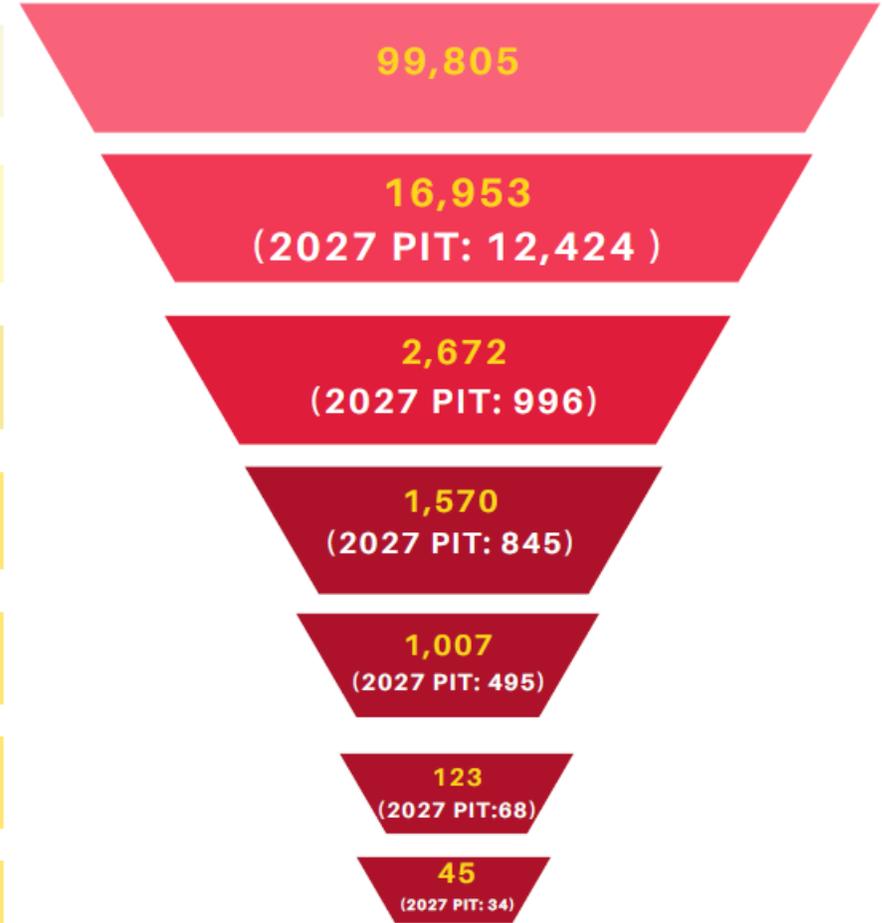
Data Sources: Element 451 (2028), Daily Admission Reports 2017-2027



FALL 2024 ADMISSIONS FUNNEL

RAT MASS 2025+3 | VMI CLASS OF 2028

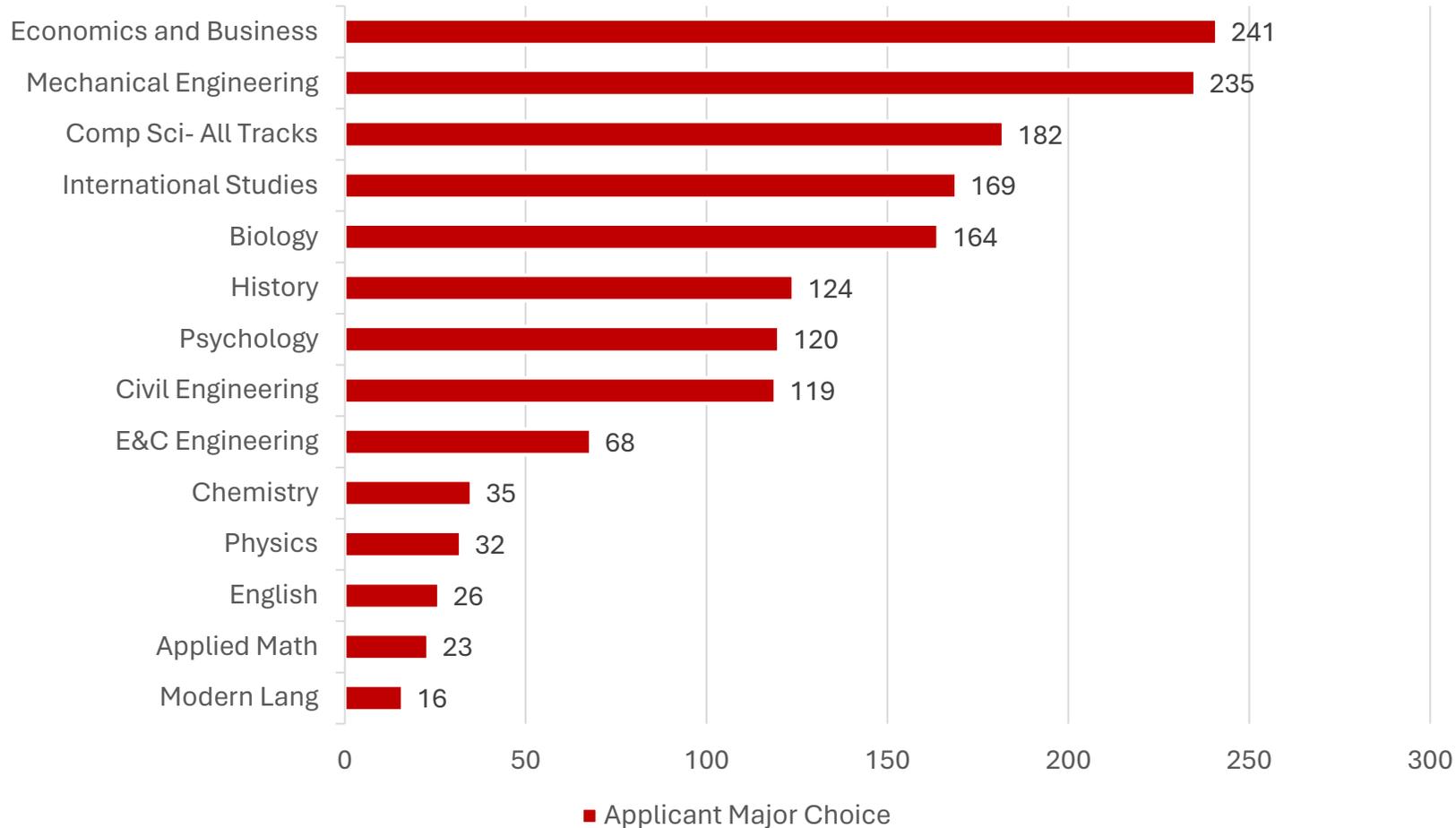
Total Seniors in Admission Funnel			
M: 44%	F: 55%	Unk: 1%	VA: 40% Non-VA: 59.8% Unk: 0.2%
Total First Year/Transfer Inquiries			
M: 49%	Female: 49%	Unk/NR: 2%	VA: 40% Non-VA: 59% Unk: 1%
Total Applications (Incomplete and Submitted)			
M: 74%	F: 24%	Unk: 2%	VA: 38% Non-VA: 57% Unk: 5%
VMI App: 748 Common App: 2054 (Both: 130)			
Applications Submitted			
M: 78%	F: 22%		
VMI App: 346	Common App: 1224	VA: 40% Non-VA: 60%	
Conditional Appointments			
(146 completed files; ready to be reviewed)		M: 78%	F: 22%
		VA: 40% Non-VA: 60%	
Deposits			
M: 81%	F: 19%	Early: 89%	Reg: 11%
VA: 60% Non-VA: 40%			
Full Reservations			
M: 89%	F: 11%	Early: 96%	Reg: 4%
VA: 60% Non-VA: 40%			





2028 Applications by Major

18 JAN 2024



Liberal Arts: 45%
STEM: 28%
Engineering: 27%



Senior Admit / Yield

“Top of Mind” Communication

- Email/texts in Dec/Jan
- Topics include:
 - FAFSA/Scholarships
 - Open House invitation
 - “Connect with a Cadet”

Element Microsite

- Personalized “Barracks Bound” site for each appointee
- Parents (3) and students (5) receive emails/postcard to login
- Site includes:
 - Next steps (deposit)
 - 4-year academic planner
 - Career Connector- careers/salaries for major (NBLS)
 - Location Explorer- Lexington/Rockbridge County/Buena Vista (CoC)
 - Cadet Life
 - Testimonials/videos from current cadets and recent graduates.

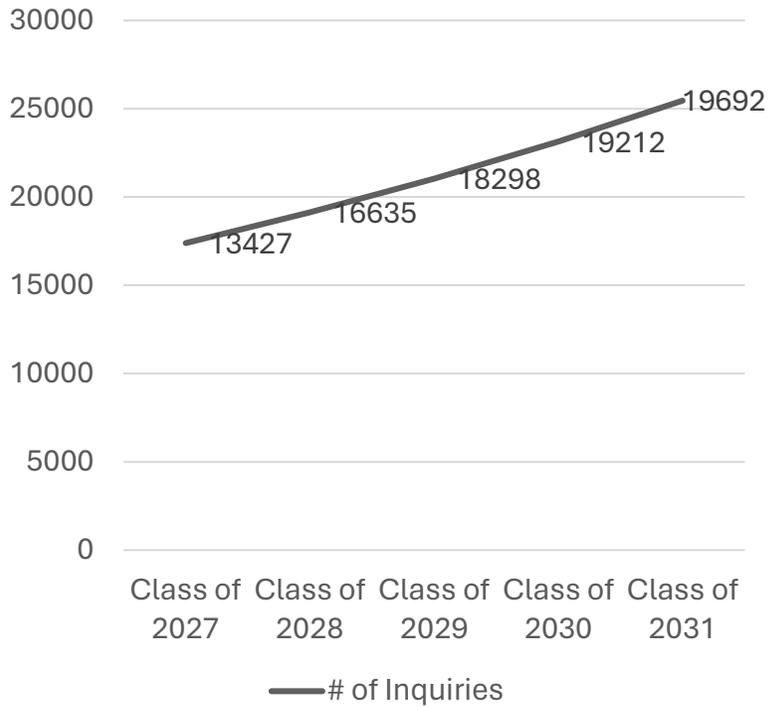
Enroll/Non-Enroll Survey

- Two separate surveys: Reservation and CBD/CAD/CR
- Ask about experience, decision-making process.

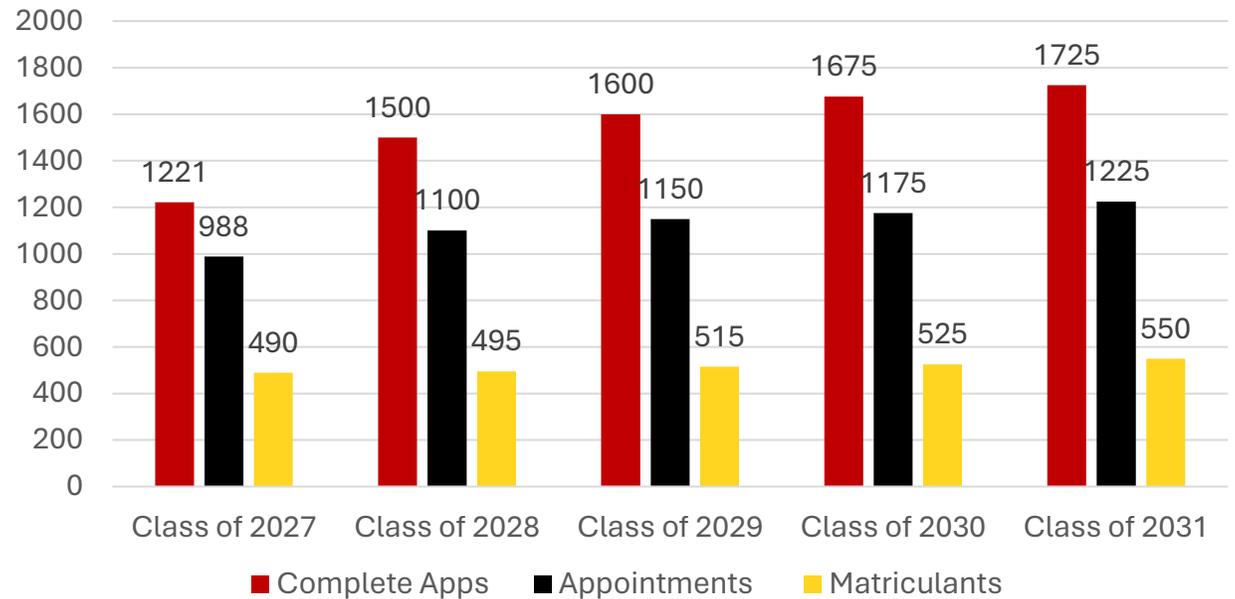


Rat Mass Projection 2028 - 2031

Inquiries



Five (5) Year Projection





Financial Aid Updates

FAFSA Simplification Updates - 2024/2025

- FAFSA is finally open though not without challenges
- Continued delays in receipt of FAFSA/ISIRs from ED and other unknowns
- Training has been on-going and fluid in nature

Estimated Financial Aid Timeline

- Delays from ED continuing, likely until February (maybe longer)
- These delays impact all school's ability to receive and process FAFSA information
- Test files must be reviewed by Colleague; once approved, schools can test and then import data
- We are completely dependent on ED and Colleague's timelines
- Most schools anticipate sending award/offer letters out in March (some later than that)
- Still no access to the 'school side' of the FAFSA information

VMI's Strategy

- All schools are in the same situation; this impacts every school, every family, etc.
- The schools who get information out earlier will be ahead in enrollment goals
- VMI will hand-package financial aid offers as soon as we have access to the 'school side' of the FAFSA
- 24/25 will be a baseline year



Call to Duty Updates

Applications

- 122 unduplicated applications received

Awards

- 15 awards
 - All 4-year recipients
 - 14 males, 1 female
 - 3 in-state, 12 out-of-state
 - 13 are APP, 1 is RE, 1 is PTR
 - 8 ARMY, 5 NROTC, 2 AFROTC

Trends

	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	28
February 2024	
March 2024	
May and on	
Total Applications	122



Academic Update

Brig. Gen. Robert Moreschi

Board of Visitors Meeting
Jan. 26, 2024



Academic Performance By Rat Class

	Fall 2017 Class of 2021	Fall 2018 Class of 2022	Fall 2019 Class of 2023	Fall 2020 Class of 2024	Fall 2021 Class of 2025	Fall 2022 Class of 2026	Fall 2023 Class of 2027
Semester GPA	2.604	2.697	2.611	2.742	2.596	2.561	2.491
Matriculated	504	519	515	519	494	374	491
Census (Number enrolled at end of drop/add period)	478	493	481	497	457	361	467
Number who completed Fall semester	472	475	460	487	429	358	451
Finished Fall semester on academic probation GPA <1.50	45	34	40	46	61	52	58
(Returned in January)	(45)	(34)	(36)	(38)	(57)	(48)	(55)



Average GPA by Class

Class	AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23
First	2.972	2.978	3.099	3.033
Second	2.884	3.011	2.938	2.994
Third	2.868	2.846	2.889	2.844
Fourth	2.609	2.743	2.617	2.613
Average	2.87	2.89	2.88	2.88



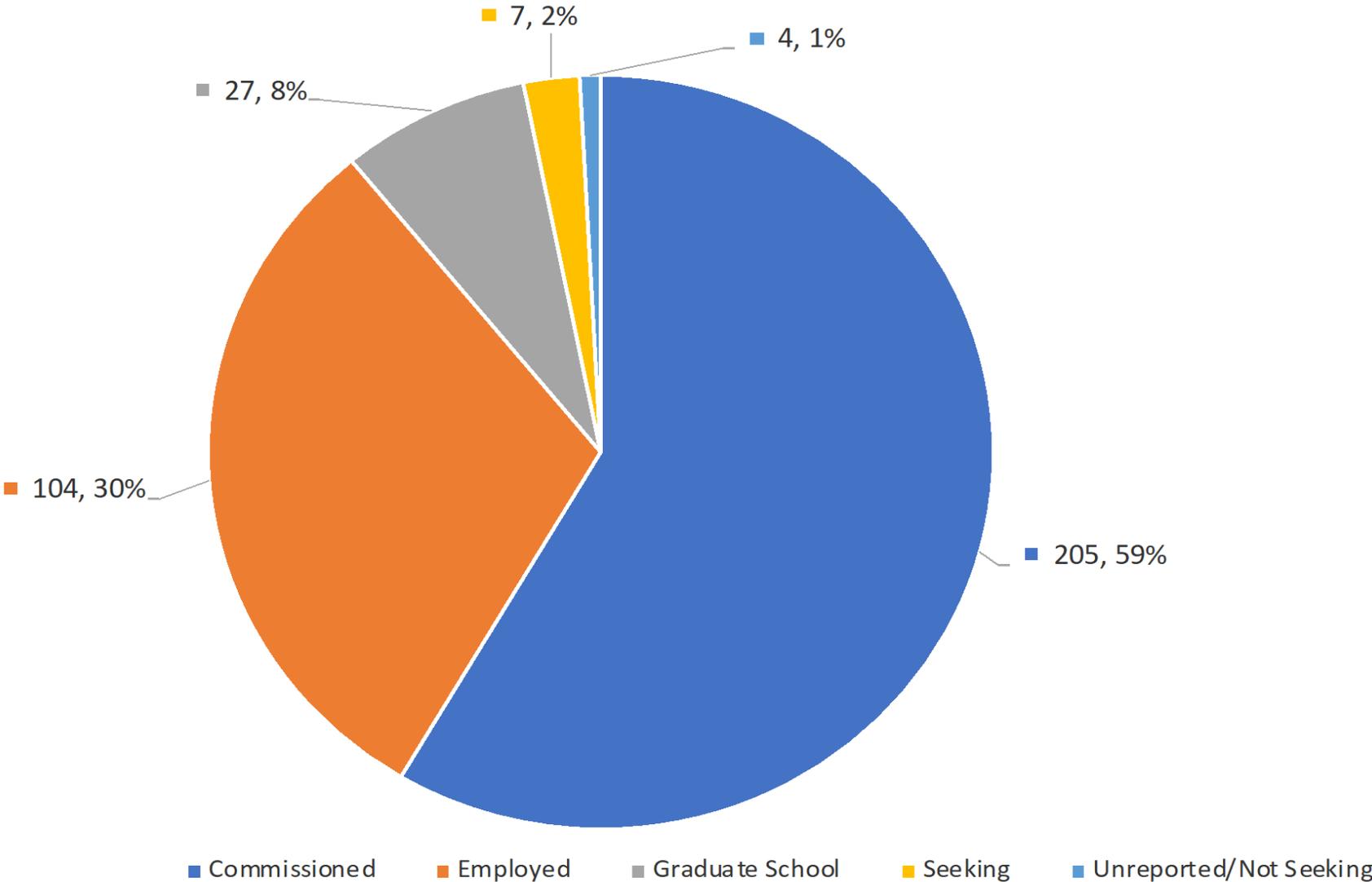
First Destinations of 2022-2023 Graduates

Brig. Gen. Robert Moreschi

Board of Visitors Meeting
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VMI Graduates During Academic Year 2022-2023





Notable Employers of the 2022-2023 Class

- Air Force Civilian Service
- Boeing
- CACI
- Fidelity Investments
- GE Aerospace
- General Dynamics, Electric Boat
- Google, Inc.
- Joint Warfare Analysis Center
- Lockheed Martin
- National Basketball Players Association (NBPA)
- National Institute of Standards and Technology
- New York Life Insurance Company
- Norfolk Naval Shipyard
- Norfolk Southern
- Northrop Grumman
- Office of the Comptroller of the Currency
- Patriot Solutions Group LLC
- Pennsylvania State Police
- Privia Health
- Resonant Sciences, LLC
- RS&H
- U.S. Secret Service
- U.S. Patent and Trademark Office
- VCU Health System
- VINCI Construction LLC
- VMI Alumni Association
- Virginia State Police
- Wells Fargo
- Whiting-Turner Contracting Company
- Wiley | Wilson
- Worldwide Express
- Zimmer Biomet



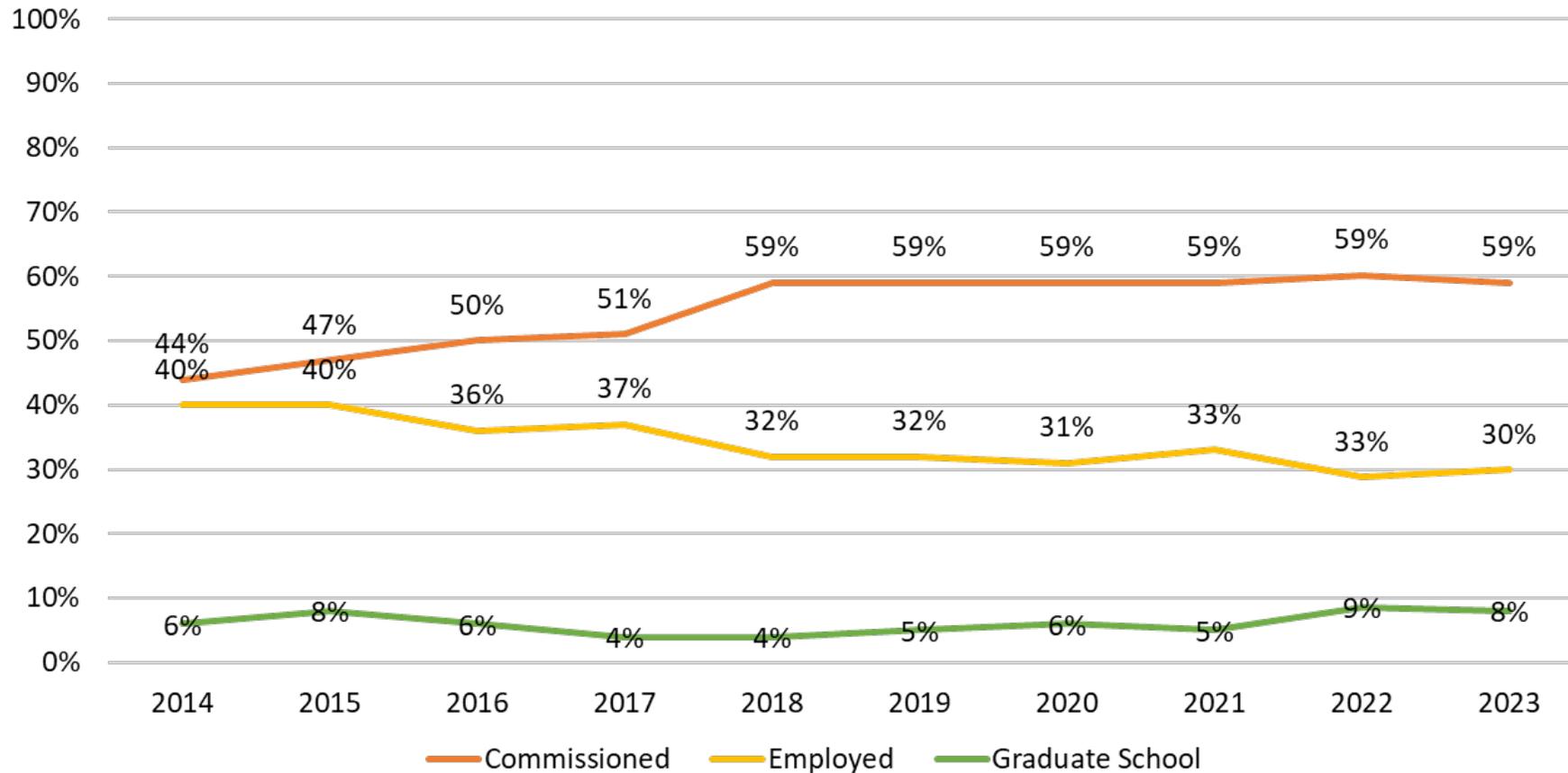
Summary of Top Graduate Programs 2022-2023

VMI Major	Degree	Institution – Program
Top 25 Programs*		
Economics & Business	Masters	University of South Carolina-MBA
International Studies	Juris Doctor	University of Virginia-Law School
Top 75 Programs*		
Economics & Business	Masters	George Washington University-MBA
Computer Science	Masters	James Madison University-Computer Science
Civil Engineering	Masters	Rutgers University-New Brunswick – Civil Engineering
Psychology	Certificate	University of Virginia-Pre-Med
Biology	Doctorate	Virginia Commonwealth University-Medicine
Chemistry	Doctorate	Virginia Commonwealth University-Anesthesiology
Economics & Business	Juris Doctor	William and Mary-Law School
Other Programs*		
Economics & Business	Certificate	Ball State University-MBA
Biology		Bluefield State University-Pre-Medicine
History	Juris Doctor	College of Charleston- Law School
Biology	Bachelors	East Carolina University-Environmental Health
Biology	Masters	Eastern Virginia Medical School-Surgical Assisting
Modern Languages & Cultures	Juris Doctor	Hofstra University- Law School
Biology	Masters	James Madison University-Kinesiology
Psychology	Masters	Kent State University
Computer Science	Masters	Longwood University-MBA
Psychology	Masters	Marymount University-Mental Health Counseling
Mechanical Engineering	Masters	Old Dominion University -MBA
History	Masters	Shepherd University-Appalachian Studies
English		St. John’s University-Liberal Arts
Biology	Doctorate	Uniformed Services-University of the Health Services-Medicine
Economics & Business	Masters	West Virginia Wesleyan College-MBA
Economics & Business	Masters	Western Michigan University- MBA
Biology		Wingate University-Public Health

* Ranking is from *U.S. News and World Report*.

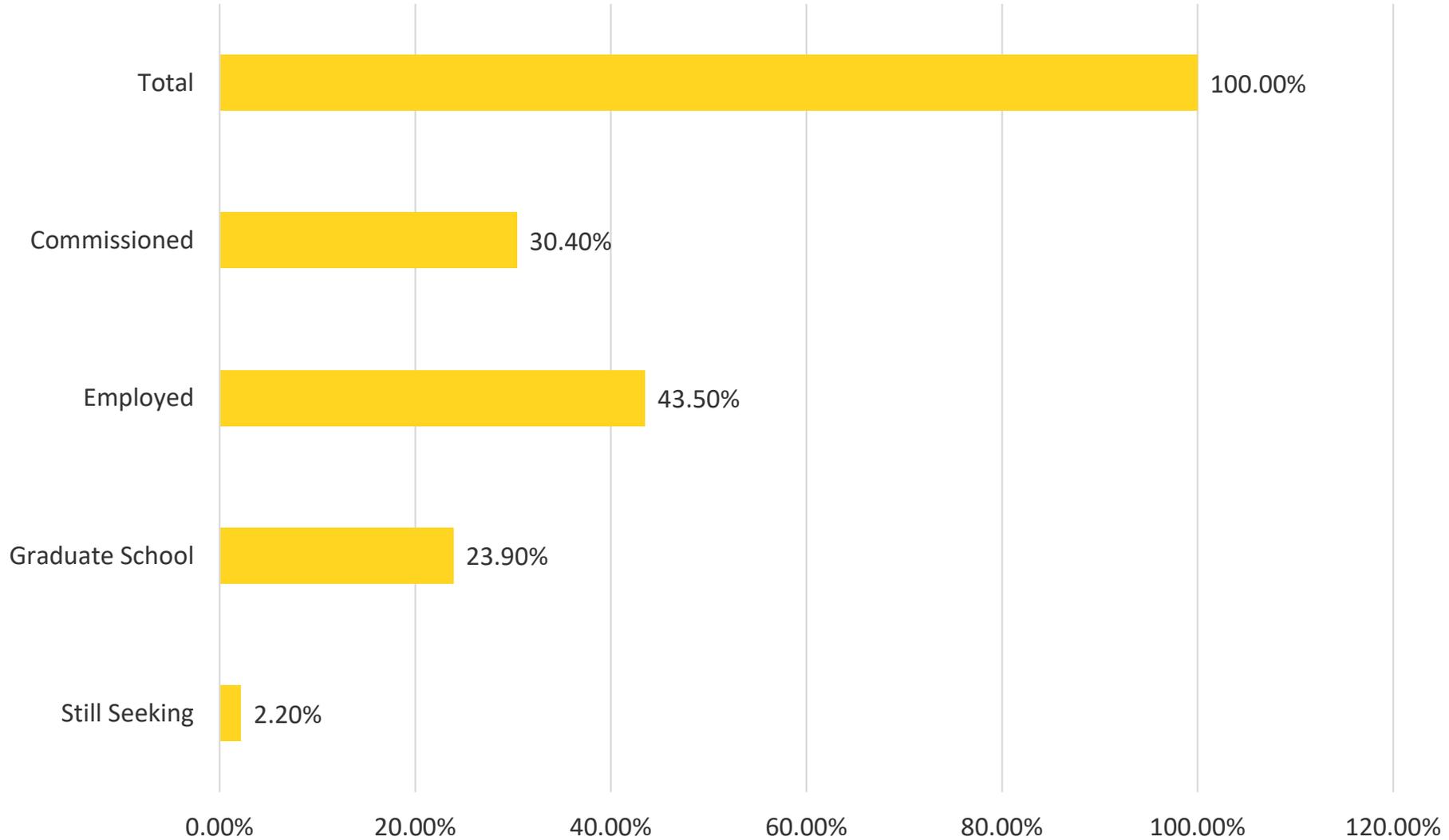


Commissioning, Graduate Education, and Employment Trend Data OCS Cohorts 2014 - 2023





2022-2023 NCAA Athletes





Budget & Legislative Update

Brig. Gen. Dallas B. Clark '99

Board of Visitors Meeting
Jan. 26, 2024



FY25 Significant Budget Assumptions

Enrollment Projections

- Class of '28: 495 Cadets
 - 297 VA Cadets (60%) & 198 NVA Cadets (40%)
- Old Corps: 1,064 Cadets
 - 676 VA (63.5%) & 388 NVA (36.5%)
- Census Date Enrollment: 1,526 (decrease of 34 compared to FY 2024)
- Average Academic Year Enrollment: 1,482



FY25 Significant Budget Assumptions

Tuition and Fees

- Tuition and Fees:
 - Virginia Tuition and Fees: \$32,388 (2.9% increase)
Tuition increase of \$302 or 3.0%
 - Non-Virginia Tuition and Fees: \$64,010 (2.9% increase)
Tuition increase of \$1,222 or 3.0%
- Proposed increases are within parameters included in VMI's Six-Year Plan submitted to the State in July 2023 and approved by the Board of Visitors.



FY25 Significant Budget Assumptions

State General Funds

- Operating Funds
 - \$29.9M Operating (26% of Operating Budget)
 - \$ 5.8M Maintenance Reserve (total for 2024-2026 biennium)
 - \$ 886K Equipment Trust Funds
- Financial Aid
 - \$1.5M (same as FY 2024)
- Capital Fund Requests (in current Session)
 - Construction funding for the Replace windows in Old and New Barracks project
 - The Governor's budget proposal includes authorization for VMI to expend non-general funds (VMI non-State funds) for the Renovate Crozet Hall project and the Renovate Patchin Field Soccer & Lacrosse Stadium and Paulette Hall project. Both projects are subject to the availability of auxiliary funding to support the planned improvements.



FY25 Significant Budget Assumptions

Private Funds (Estimate)

- \$23.1M Restricted Funds
 - \$ 3.3M Unrestricted Funds
 - \$ 6.2M Athletic Scholarships Funds
-
- Rolling 12 quarter average determines amount of endowment funds available. Estimates are based on FY 2024 funding levels.



FY25 Significant Budget Assumptions

Employee Salaries and Benefits

- Salaries for full-time employees and adjunct faculty are not projected to increase in FY 2025.
- Bonus of 1% of base salary for eligible full-time employees in December 2024.
- VMI share of the health insurance cost will increase 6.3% in FY 2025.



FY25 Budget Priorities

FY25 Budget Priorities:

- Cost containment strategies through FY26.
- Prioritization of *Forging 21st Century Leaders*.
- Facilities Maintenance and initiation of selected non-capital projects.
- Athletic Budget



Financial Forecast

Enrollment Assumptions

	Fiscal Year							
	2023	2024	2025	2026	2027	2028	2029	2030
<i>Fall Semester</i>								
Total New Cadets Opening	374	492	495	515	515	515	515	515
% New VA Cadets	63.6%	59.3%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
% New NVA Cadets	36.4%	40.7%	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%
Total Cadets Opening	1,524	1,585	1,559	1,609	1,732	1,750	1,766	1,766
% VA Cadets	65.6%	63.0%	62.4%	62.4%	62.5%	62.5%	62.5%	62.5%
% NVA Cadets	34.4%	37.0%	37.6%	37.6%	37.5%	37.5%	37.5%	37.5%
Total Enrollment--Inc (Dec)	(165)	61	(26)	50	123	18	16	-
<i>Opening Day Summary</i>								
Total VA Cadets	1,000	999	973	1,004	1,082	1,094	1,104	1,104
Total NVA Cadets	524	586	586	605	650	657	663	663
Total Cadets	1,524	1,585	1,559	1,609	1,732	1,750	1,766	1,766
<i>Census Date Summary</i>								
Total VA Cadets	990	985	957	988	1,066	1,078	1,088	1,088
Total NVA Cadets	523	575	569	588	633	640	646	646
Total Cadets Census Date	1,513	1,560	1,526	1,576	1,699	1,717	1,733	1,733
% VA	65.4%	63.1%	62.7%	62.7%	62.7%	62.8%	62.8%	62.8%
<i>Spring Semester--Total Enrollment</i>								
Total Foreign Study For Year	29	35	35	35	35	35	35	35
% VA Spring								
Average Enrollment (Census/Spg)	1,478	1,517	1,482	1,531	1,650	1,668	1,700	1,700
% Increase	-7.5%	2.6%	-2.3%	3.3%	7.8%	1.1%	1.9%	0.0%
% of Opening enrollment	95%	93%	92%	92%	92%	92%	94%	94%



Financial Forecast

VMI 6-Year Financial Plan Projected Revenues and Expenditures

	2024	2025	2026	2027	2028	2029	2030
<i>Revenues and Support</i>							
Educational and General	55,719,892	56,542,962	59,136,641	63,495,485	65,661,417	68,347,791	70,238,733
Auxiliary Enterprises	23,367,379	23,559,944	24,895,340	27,490,787	28,539,942	29,873,343	30,702,602
Unique Military Activities	9,759,071	9,801,583	10,103,758	10,564,729	10,805,639	11,046,223	11,246,561
State Cadet Financial Assistance	1,418,000	1,543,318	1,558,751	1,574,339	1,590,082	1,605,983	1,622,043
Local Unrestricted	11,687,959	11,888,779	12,413,446	13,261,072	13,696,185	14,209,580	14,588,950
Local Restricted	22,565,215	23,125,186	23,699,292	24,287,893	24,891,354	25,510,052	26,144,374
Total Revenues and Support	124,517,517	126,461,772	131,807,229	140,674,305	145,184,619	150,592,972	154,543,262
<i>Expenditures</i>							
Educational and General	55,216,683	56,806,596	59,699,498	62,155,568	64,807,405	67,495,186	69,993,686
Auxiliary Enterprises	23,993,143	23,589,871	23,627,043	24,989,771	26,144,108	26,863,812	27,607,132
Unique Military Activities	10,546,860	10,817,057	10,679,088	10,897,152	11,121,444	11,336,170	11,573,540
State Cadet Financial Assistance	1,418,000	1,543,318	1,558,751	1,574,339	1,590,082	1,605,983	1,622,043
Local Unrestricted	13,897,800	14,348,006	14,837,251	15,350,235	15,885,114	16,446,052	16,570,550
Local Restricted	22,565,215	23,125,186	23,699,292	24,287,893	24,891,354	25,510,052	26,144,374
Total Expenditures	127,637,701	130,230,034	134,100,924	139,254,956	144,439,506	149,257,255	153,511,325
Excess (Deficiency) Revenue	(3,120,184)	(3,768,263)	(2,293,694)	1,419,349	745,114	1,335,717	1,031,937
Add: Beginning Fund Balance	28,894,070	25,773,886	22,005,623	19,711,928	21,131,277	21,876,391	23,212,108
Ending Fund Balance	25,773,886	22,005,623	19,711,928	21,131,277	21,876,391	23,212,108	24,244,046



Legislative Update

2024 Session Overview

- Long Session – 60 days
- Dates – 10 January – 9 March
- Budget Writing Session
- Democrat Leadership in Both Chambers
- 54 New Members as a Result of the November Elections
- Education/Outreach with New Members/New Leadership is Critical
- Governor's Introduced Budget Contained Little Higher Education Funding
- Cadet Legislative Visit/Legislative Reception – 22 February



Legislative Update

Funding Priorities

- Moody Hall Construction
\$68.6 Million
- Associate Dean for Academic Support
\$170,000
- Employer Relations/Internship Coordinator
\$70,000
- Global Education Support Staff
\$70,000
- Virginia Military Survivors & Dependent Education Program
System "Ask" - \$87 Million