



Agenda

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Guidance

Built upon the time-honored Institute values of honor, excellence, self-discipline, courage, esprit de corps, and selfless service, the Forging 21st Century Leader's strategic plan provides a solid foundation from which the Institute will launch into its third century. With its unanimous approval, the Board of Visitors looks forward to the plans' implementation over the coming years.

- Tom Watjen '76



Superintendent's Initial Planning Guidance

I spent a great deal of time over the past 15 months, engaging with, listening to and reflecting on interactions with many VMI stakeholders in an effort to codify the Institute's future direction. Insights from the events hosted during those months indicate to me that the Institute's direction has not fundamentally changed. Rather, the results of those sessions bring into focus that the world around us is rapidly changing and evolving. As a result, certain elements of the VMI experience must be critically analyzed in our march to 2039 to ensure we remain relevant and worthwhile.

- Maj. Gen. Cedric T. Wins '85



Vision

- As we work toward our 2039 bicentennial, we envision a VMI that will:
 - Grow and retain a Corps of Cadets strength at full operational capacity.
 - Be the first-choice destination for talented students, faculty, and staff.
 - Retain and graduate cadets at rates rivaling the nation's best institutions.
 - Have a leadership and educational model that other institutions of higher learning seek to emulate.
 - Teach America's next generation of leaders to think critically, act ethically, and work effectively in teams.
 - Develop and graduate honorable men and women who serve with courage and compassion, with a goal of more than half commissioning in the U.S. Armed Forces, and an additional quarter serving in other public service roles.

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



Mission

The mission of VMI is to 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, and ready as citizen-soldiers to defend their country in time of national peril.

Virginia Military Institute believes the true measure of a college lies in the quality and performance of its graduates and their contribution to society.



VMI Experience

- A single-sanction honor system that reinforces integrity and is fair.
- A class system, built upon the Rat Line experience, that promotes accountability and comradery.
- A regimental system that promotes leader development.
- A rigorous academic curriculum that challenges cadets to think critically and encourages ethical reasoning.
- An inclusive and competitive educational environment combining academics, athletics, and military experiences.
- An enduring commitment to preparing graduates for a life of service to the nation and the Commonwealth of Virginia.

The institution gave me not only a standard for my daily conduct among my men, but it endowed me with a heritage of honor and self-sacrifice.

- Gen. George C. Marshall, Class of 1901



Strategic Process

- There are currently five strategic initiatives, 27 objectives, 70 tasks, and 170 End State metrics.
- The Strategic Plan Executive OPT meets weekly to review the status and development of end-state metrics from the OPR's and guidance from the superintendent.
- Annually the Executive OPT will review and adjust as required to provide an update to the superintendent on the progress and execution of the tasks and end-states of all objectives and provide an in-progress review annually to the board.

Tasks and metrics are on track for review by the board at their Sept. meeting. Public rollout of the full plan anticipated on/about Founders Day 2024.



Strategic Initiatives Co-Leads

Directed by LTC Michael McCarthy '78 Strategic Planning Officer

Prepare Exceptional Leaders



TBD
Commandant
Col. Dave Gray
Exec. Dir., CLE

Enhance Academic Excellence



BG Bob Moreschi
Dean
Col. Rob McDonald
Assoc. Dean

Recruit Top Cadets & Boost Success



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

Esprit de Corps



TBD
Commandant
Briana Williams
Chief Diversity Officer

Deliver 21st Century Infrastructure



BG Dallas Clark '99
Finance & Support
Col. Jeff Boobar
Finance & Support



Forging 21st Century Initiatives



The VMI experience must refine, enhance, and adapt to meet the ever-changing needs of our communities, commonwealth and nation.

- Maj. Gen. Cedric T. Wins '85



High Priority 21st Century Objectives

- Teach, coach, mentor, guide, and direct cadets through the VMI training model to help them develop the knowledge, skills, and dispositions necessary to become effective leaders.
- Ensure cadets receive mentally and physically challenging experiences that lead to meaningful personal and professional development.
- Strengthen high-impact practices and experiential learning, such as undergraduate research, global learning, internships, and service-learning activities.
- Integrate and leverage new and innovative technologies to improve our educational and organizational processes.
- Recruit, retain, and promote distinguished faculty with expertise in new and emerging fields.
- Facilitate a supportive, respectful, and professional operating environment for cadets, faculty, staff, and alumni.
- Create and champion a safe, secure, diverse, and inclusive VMI.
- Integrate financial aid, marketing, and cadet support services into an effective strategic enrollment unit.
- Provide quality academic and health / well-being support services to the Corps of Cadets.
- Advance capital investment to provide industry leading academic, athletic, cadet life, and administrative facilities.
- Explore value-added opportunities of expanding the Institute's exceptional leadership training model and reputation in new innovative ways.
- Deepen VMI's connection with alumni, donors, and parents/guardians.



Prepare Exceptional Leaders

OBJECTIVES	TASKS	METRICS	NEW RESOURCES
Teach, coach, mentor, guide, and direct cadets through the VMI training model to help them develop the knowledge, skills, and dispositions necessary to become effective leaders.	6	14	
Ensure cadets receive mentally and physically challenging experiences that lead to meaningful personal and professional development.	2	5	
Prepare cadets for a wide variety of opportunities for service upon graduation, such as commissioning in the US armed service and employment with governmental agencies or private industry.	6	27	✓
Increase opportunities for the VMI community to serve, debate ideas candidly and civilly, and nurture esprit de corps.	3	10	
Explore value-added opportunities of expanding the Institute's exceptional leadership training model and reputation in new innovative ways.	2	5	
Strengthen high-impact practices and experiential learning, such as undergraduate research, global learning, internships, and service-learning activities.	2	3	✓
A high performing Corps of Cadets who achieve their personal best.	2	5	✓



Enhance Academic Excellence

OBJECTIVES	TASKS	METRICS	NEW RESOURCES
Enhance effective pedagogical approaches to promote cadet engagement and enhance academic achievement.	3	7	✓
Integrate and leverage new and innovative technology to improve our educational and organizational processes.	1	4	
Recruit, retain, and promote distinguished faculty with expertise in new and emerging fields.	2	5	✓
Strengthen high-impact practices and experiential learning, such as undergraduate research, global learning, internships, and service-learning activities.	5	8	✓
Enrich VMI's leadership development model with pertinent academic contributions.	1	2	



Foster Esprit de Corps

OBJECTIVES	TASKS	METRICS	NEW RESOURCES
Create and champion a safe, secure, diverse, and inclusive VMI.	3	6	
Provide a supportive work environment that enhances employees' well-being through effective recruitment, onboarding, development, engagement, and compensation.	1	4	✓
Deepen VMI's connection with alumni, donors, and parents/guardians	3	7	
Provide experiential learning opportunities that will help cadets fully integrate within the VMI system, achieve their highest potential, and be productive members of a high-performing Corps of Cadets.	3	6	
Positively affect employee well-being	2	3	
Facilitate a supportive, respectful, and professional operating environment for cadets, faculty, staff, and alumni.	6	12	✓



Recruit Top Cadets and Faculty

OBJECTIVES	TASKS	METRICS	NEW RESOURCES
Integrate financial aid, marketing, and cadet support services into an effective strategic enrollment unit.	1	4	✓
Be among the top five Virginia public institutions in retention and graduation rates.	2	2	✓
Provide quality academic and health/well-being support services to the Corps of Cadets.	1	1	✓



Delivering 21st Century Infrastructure

OBJECTIVES	TASKS	METRICS	NEW RESOURCES
Strengthen and enhance overall sustainment, restoration, and modernization of facilities to support 21 st century requirements.	3	12	
Advance capital investment to provide industry leading academic, athletic, cadet life, and administrative facilities.	3	7	✓
Modernize and enhance post-wide safety and security.	2	3	
Advance efforts that foster a safe and secure environment for cadets, staff, and faculty of VMI.	2	2	
Integrate technology into our educational and organizational processes.	2	6	✓

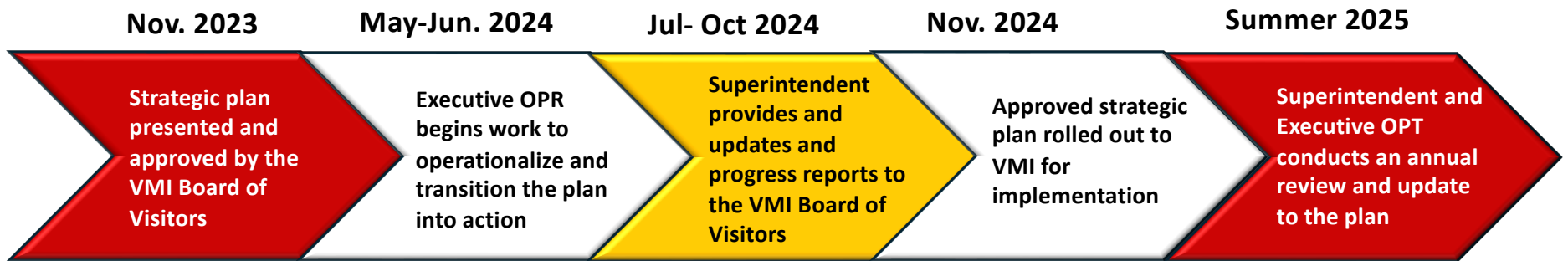


Way Ahead

- There are currently five strategic initiatives, 27 objectives, 70 tasks, and 170 metrics.
- Continue to develop and refine the tasks and metrics over the next 90 days
- Develop and execute a strategic marketing strategy in conjunction with a third-party marketing firm.
- In conjunction with the VMI Alumni Agencies, developed a campaign to advance the priorities of the strategic plan.
- Establish and publish the battle rhythm for how we will execute the strategic plan.



Way Ahead





Summary

- High priority objectives have been identified by the superintendent.
- The tasks and metrics continue to be refined and are on track for review at the Sept. 2024, Board of Visitors meeting.
- Public rollout of the plan is anticipated on/about Founders Day 2024.



Questions and Closing Comments





Backup



Prepare Exceptional Leaders

Tasks

- * Continuously improve Cadet leader development experience to produce authentic and adaptable graduates dedicated to public service.
- * Identify/ track key leadership knowledge, skills, and self-reflective opportunities to guide leader development.
- * Create and implement VMI cadet leader development assessment process that enables TACs, academic advisors, coaches to provide feedback/help cadets self-reflect /evaluate their key attributes and competencies.
- * Review, modify, and enhance the leadership minor for relevance and applicability to leadership development.
- * Explore the possibility of developing a leadership certificate program.
- * Explore the establishment of a department of leadership to house all academic leadership programs, courses, and faculty.
- * Ensure mentally and physically challenging leader development experiences embedded across VMI Journey.
- * Evaluate and revise corps physical fitness program to streamline and reduce redundancies and encourage greater cadet fitness.
- * Prepare cadets for service upon graduation (academic, physical, mental, competency requirements).
- * Increase number of recruiters visiting VMI from government agencies or other non-profit organizations.
- * Expand team-building opportunities for Cadets to confront challenges in mentally and physically demanding events. .
- * Cadets demonstrate moral courage, abide by VMI values, and ethical behavior so that it becomes second nature.
- * Expand opportunities to cadets to confront challenges in mentally, physically, and socially demanding events.
- * Expand professional and experiential development to prepare cadets for life after VMI.
- * Expand and continuously improve opportunities for institutional and community service for faculty/staff.
- * Add debate topics and speaker opportunities each academic year that appeal to entire VMI community.
- * Educate VMI faculty and staff on VMI history and reinforce memory of key events throughout the academic year.
- * Conduct detailed feasibility study of continuing education and graduate opportunities.
- * Examine existing and opportunities for mobile training teams or distance learning modules to export leadership training.
- * Develop new courses or programs with embedded high-impact practices, as defined by American Association of Colleges and Universities.
- I* Increase cadet participation in internships.
- * Codify Cadet Leader development with accredited academics.
- * Expand professional and experiential development to increase Faculty and Staff learning and prepare Cadets for life after VMI. (Near-term, low cost).



Enhance Academic Excellence

Tasks

- * Increase faculty development in the science of learning and academic motivation. (Long-term, high cost, highest priority).
- * Evaluate and revise, as needed, the core and major curricula to ensure relevance and effective pedagogies.
- * Evaluate and improve teaching through evidence-based professional development.
- * Improve organizational processes to facilitate rapid assimilation of new software and hardware technologies for integration across academic and institutional operations, including support for external grant-funded initiatives, to match the pace of evolving technology.
- * Attract faculty who exemplify the highest standards of the Statement on Faculty Expectations in teaching, scholarly engagement, professional citizenship, and cadet development. Bring the average full-time salary to rank in the top five amongst all Virginia public colleges and universities by 2030.
- * Incentivize teaching and research in emerging fields across the Academic Program.
- * Develop new courses or programs with embedded high-impact practices, as defined by American Association of Colleges and Universities.
- * Increase cadet participation in internships.
- * Elevate VMI's approach to leader development to world renown status.
- * Increase cadet participation in global learning. (Short Term, Low Cost).
- * Examine the feasibility of adding Graduate programs to the curriculum to meet the future needs of graduates.



Foster Esprit de Corps

Tasks

- * Enhance and maintain a robust and professional law enforcement, public safety, and emergency management presence on Post to address any potential threats.
- * Foster moral courage with a bias for action to uphold what is right.
- * Expand International Programs for short visits overseas.
- * 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.
- * Collaborate with the Alumni Agency to emphasize the strategic importance of philanthropy that provides margin of excellence support.
- * Expand and strengthen mentoring, networking and affinity programs that facilitate increased integration and sense of belonging within the VMI community.
- * Advertise the deep devotion VMI parents have for the Institute.
- * Expand and strengthen mentoring, networking and affinity programs that facilitate increased integration and sense of belonging within the VMI community.
- * Cadets demonstrate moral courage, abide by VMI values, and ethical behavior so that it becomes second nature.
- * Expand opportunities to cadets to confront challenges in mentally and physically demanding events.
- * Review GO #1 to address time management, prioritization of learning, and opportunities for advancement
- * Expand opportunities to cadets to confront challenges in mentally and physically demanding events
- * Ensure a competitive total reward system, including compensation, benefits, recognition, and career growth programs which strengthens VMI as a desirable long-term career option.
- * 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.
- * Advance efforts that foster a safe, diverse, and inclusive environment.
- * A high performing Corps of Cadets who achieve their personal best.
- * Effect Employee Well-being
- * A devoted VMI family will be the result if we fully and enthusiastically support the above objectives.
- * Increase morals, ethics, and values training for Corps and Employees.
- * Achieve a sense of belonging and being part of something greater than yourself.



Recruit Top Cadets and Faculty

Tasks

- * Develop a Cadet Recruitment and Retention Center under the purview of Strategic Enrollment Management (SEM).
- * Conduct a holistic review of initial and continual cadet support programming.
- * Develop a comprehensive retention, persistence and graduation plan.
- * Integrate well-being services into one department (Infirmary, Counseling, Nutrition, and Athletic Trainers) and increase staffing to meet cadet needs.



Delivering 21st Century Infrastructure

Tasks

- * Enhance and Maintain state-of-the art facilities that inspire and support the pursuit of academic, athletic, and professional excellence.
- * Maintain the health, well-being and quality of life of the Corps of Cadets through regular investment in the Barracks and Crozet Hall.
- * Modernize Information Technology infrastructure, services and support in alignment with digital trends and standards.
- * Collaborate with the VMI Alumni Agencies to advance the capital improvement plan.
- * Update Capital Improvement Plan (CIP) annually to include modernization plan for facilities.
- * Collaborate with state and federal governmental relations partners to prioritize and secure funding for VMI's capital improvement plan.
- * Upgrade Post-wide safety & security through completion of capital improvement projects.
- * Complete the Barracks Cadet Safety & Security capital project.
- * Complete the Barracks Cadet Safety & Security capital construction projects that address barracks safety – door locks, windows, etc..
- * Enhance and maintain a robust and professional law enforcement, public safety, and emergency management presence on Post to address any potential threats.
- * Improve organizational processes to facilitate rapid assimilation of new software and hardware technologies for integration across academic and institutional operations, including support for external grant-funded initiatives, to match the pace of evolving technology.
- * Create hybrid classrooms that provide flexible, state-of-the-art instructional capabilities across the curriculum.