

The image features a large, white, classical-style building with a portico supported by several tall columns. In the foreground, a large crowd of people is gathered on a blue carpeted area, watching a marching band. The band members are wearing blue uniforms with red and white accents and are holding rifles. The crowd is diverse in age and attire, with many people wearing winter clothing. In the background, other buildings and a flagpole with the American and Virginia state flags are visible. The sky is overcast.

VMII

**2018-2019
OPERATING BUDGET**

VIRGINIA MILITARY INSTITUTE

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20 April 2018

MEMORANDUM

TO: The Board of Visitors

THROUGH: The Audit, Finance and Planning Committee

SUBJECT: Proposed Operating Budget FY 2019

The FY 2019 Operating Budget proposal for all programs totals \$90 million for an increase of \$1.9 million or 2.1% from the FY 2018 budget. The budget includes State general funds of \$15.7 million for an increase of \$615,000 or 4.1% from FY 2018.

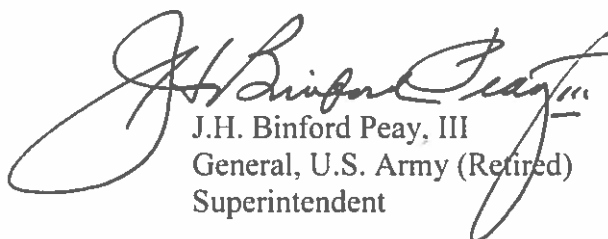
The budget recommends tuition and fee increases of 3.3% (\$894) for in-state cadets and 3.9% (\$2,050) for out-of-state cadets bringing total costs to \$28,344 and \$55,188, respectively.

The Fall 2019 opening enrollment is budgeted to be 1,703 and includes 500 new cadets with 63% of the total Corps from Virginia. This is a budgeted enrollment decrease from the FY 2018 budget of 3.0% and a decrease from the actual of 2.6%. The average enrollment for FY 2019 is projected to be 1,630 compared to 1,672 in FY 2018.

The budget provides for no State-initiated salary increases for employees. The budget provides for State-mandated increases in employer contribution rates for health insurance of about 6.9%.

The budget proposal addresses many of the high priority budget requests from the senior executive officers to include targeted salary increases and departmental operating funds.

I recommend that you approve this proposed budget.



J.H. Binford Peay, III
General, U.S. Army (Retired)
Superintendent

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Executive Summary

Executive Summary

FY 2019 Operating Budget

1. The Budget includes State General Funds of \$15,673,000, a 4.1 % increase from FY 2018 for a total increase of \$615,000 (Exhibit 1).
2. The Budget includes cadet tuition/fees and other revenue of \$52,824,000, an increase of \$250,000 or 0.5% (Exhibit 2).
3. The Budget includes private fund support primarily from the VMI Alumni Agencies of \$21,483,000, an increase of \$1,025,000 or 5.0%. This consists of \$2,259,000 in unrestricted funds (10.5%) and \$19,224,000 in restricted funds (89.5%). Unrestricted funds reflect an increase of \$75,000 or 3.4% over 2018 (Exhibit 3).
4. The Budget includes cadet financial aid from all sources of \$17,457,000, an increase of \$466,000 or 2.7%. This overall increase is primarily a result of \$758,000 in additional scholarship support from the VMI Keydet Club. (Exhibit 4).
5. The Budget for all programs totals \$107,437,000 and reflects an increase of \$2,356,000 or 2.2% (Exhibits 5 and 6).
6. The Educational and General Program (E&G) Budget totals \$49,906,000 and represents an increase of \$1,065,000 or 2.2% (Exhibit 7).
7. The Budget includes 500 new cadets (60% Virginians and 40% Non-Virginians) and a total Corps of 1,703 (63% Virginians and 37% Non-Virginians). This is a decrease of 53 cadets in the total Corps or 3.0% compared to the 2018 budget and 45 less than the 2018 actual (Exhibit 8). The average enrollment for FY 2019 (fall and spring) is budgeted to be 1,630.
8. Tuition and fees for in-state cadets total \$28,344 and represent an increase of \$894 or 3.3% over 2018. Tuition and fees for out-of-state cadets total \$55,188 and represent an increase of \$2,050 or 3.9% (Exhibit 9).

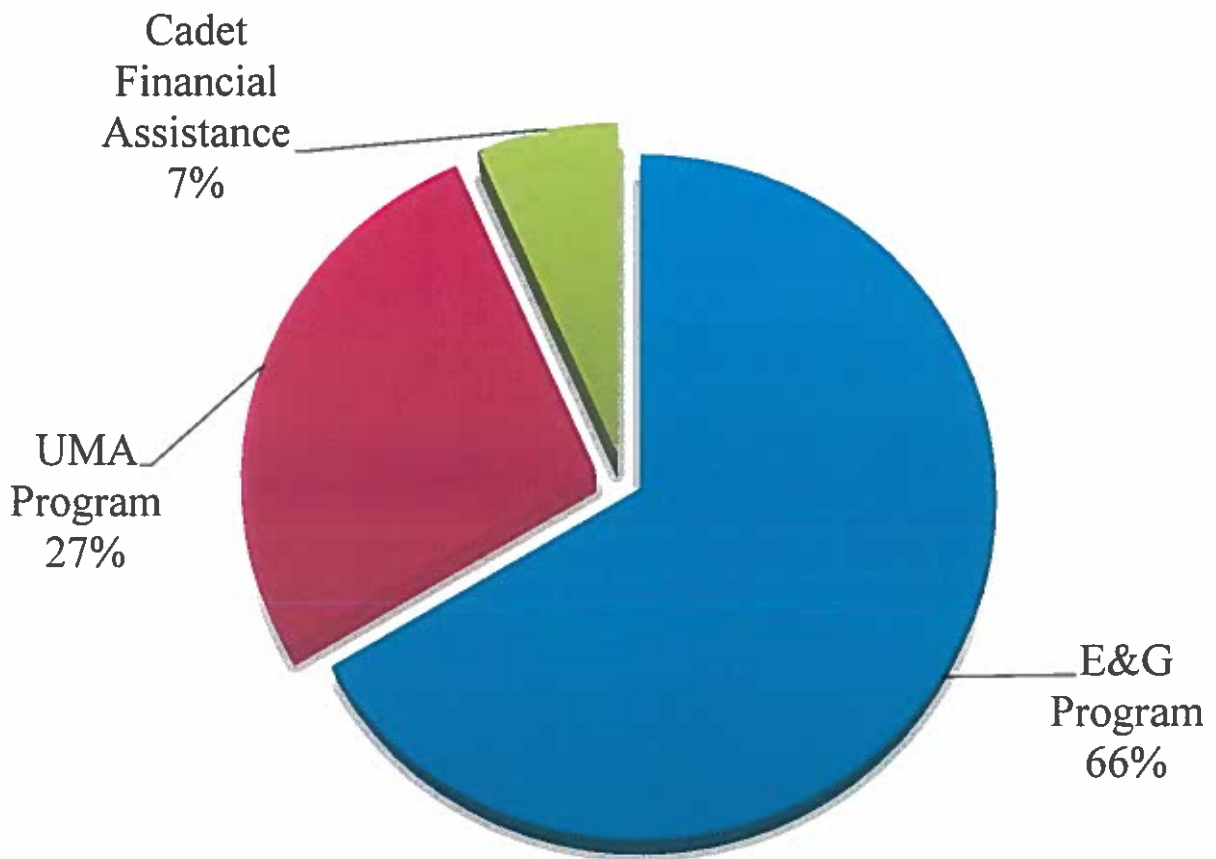
9. No State-initiated salary increases are budgeted in FY 2019 for employees. The budget provides for a State-mandated increase of 6.9% in employer contribution rates for health insurance premiums.

Total personnel costs are budgeted for \$55.2 million or 61% of the total Budget (excluding cadet financial aid) and include 610 full-time positions (personnel costs comprise 82% of the State E&G budget which has 385 or 63% of the full-time positions). This is an increase of \$1.2 million or 2.3% over 2018 and primarily reflects provision for salary and fringe benefit increases and 6 new full-time employees (Exhibit 10). See the Significant Budget Assumptions—Details of New Employees and Other Changes for information on the new employee positions.

10. The Budget projects a year-end Auxiliary Fund Balance (30 June 2018) of \$15.8 million (Exhibit 11).

State General Funds

	FY 2018	FY 2019	Inc (Dec)	%
E&G Program	9,832,000	10,415,000	583,000	5.9%
UMA Program	4,210,000	4,210,000	-	0.0%
Cadet Financial Assistance	1,016,000	1,048,000	32,000	3.1%
Total State General Funds	15,058,000	15,673,000	615,000	4.1%

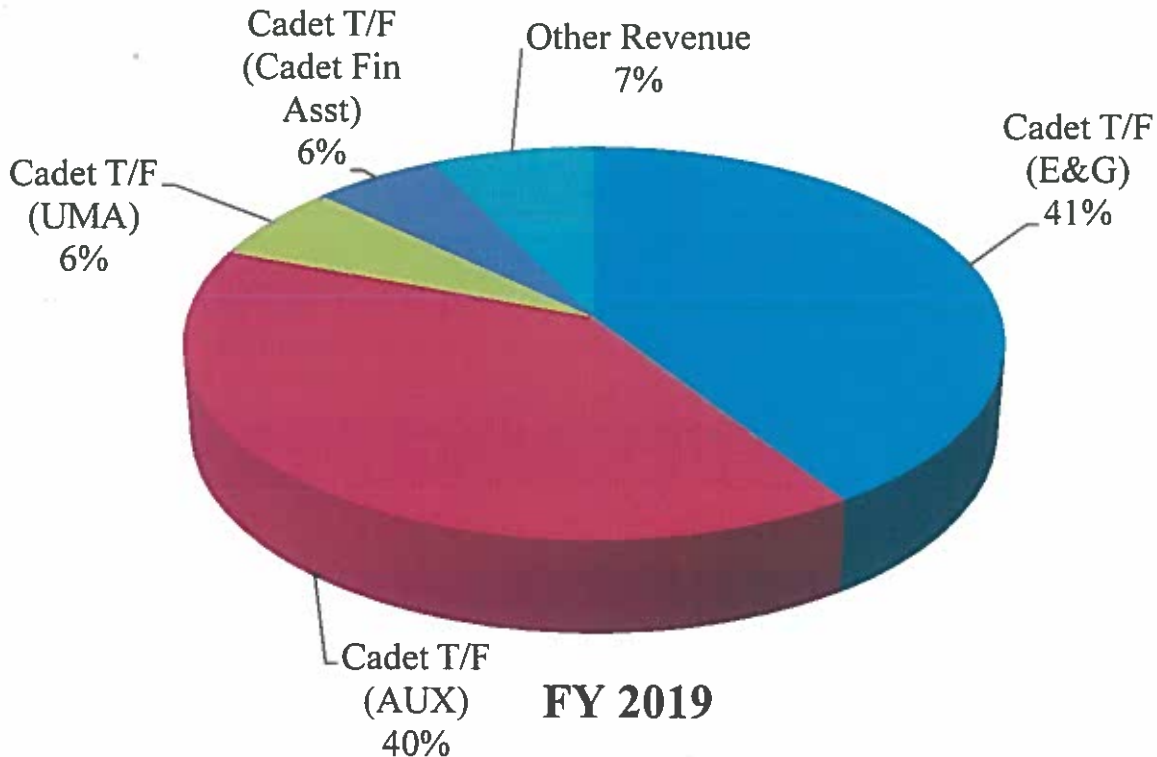


FY 2019

Cadet Tuition/Fees and Other Revenue

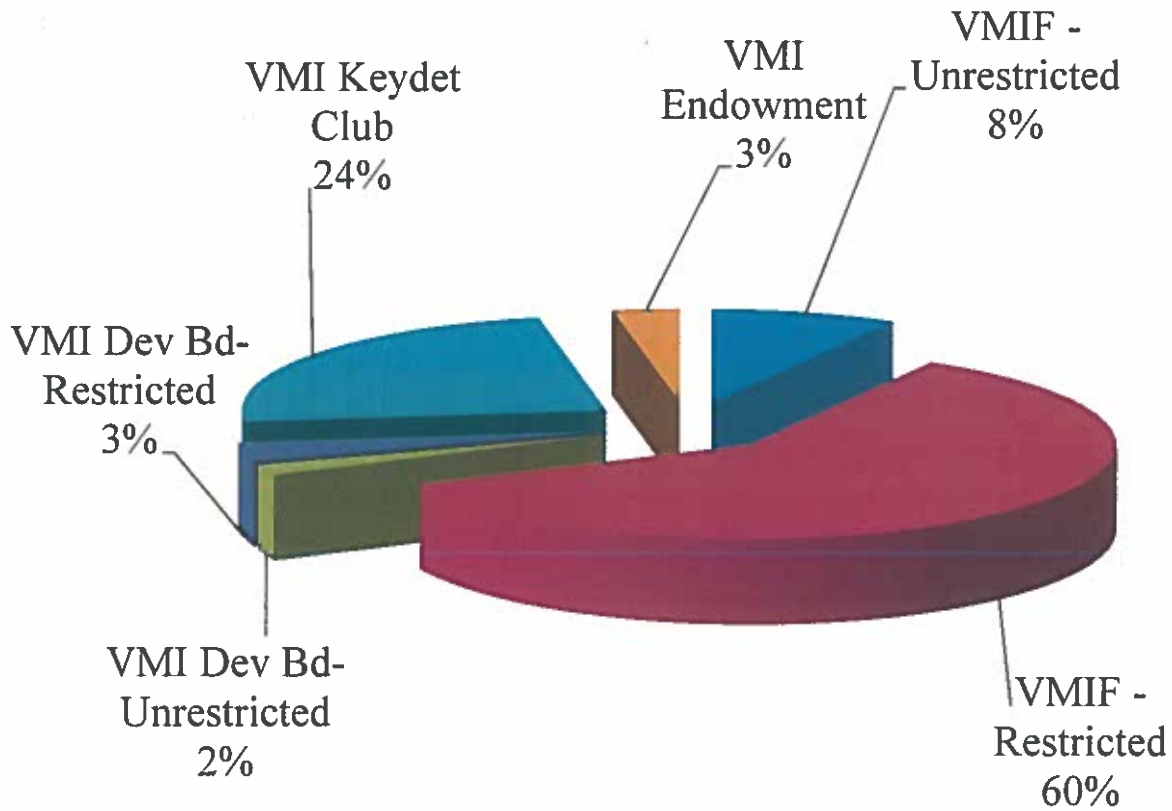
	FY 2018	FY 2019	Inc (Dec)	%
<i>Cadet Tuition and Fees</i>				
E&G Program	28,565,000	28,685,000	120,000	0.4%
Auxiliary Program	28,052,000	28,013,000	(39,000)	-0.1%
UMA Program	4,439,000	4,424,000	(15,000)	-0.3%
Cadet Financial Assistance	4,250,000	4,000,000	(250,000)	-5.9%
	<u>65,306,000</u>	<u>65,122,000</u>	<u>(184,000)</u>	<u>-0.3%</u>
Less: Cadet Financial Assistance *	(16,991,000)	(17,457,000)	(466,000)	2.7%
Total Cadet Tuition/Fees	<u>48,315,000</u>	<u>47,665,000</u>	<u>(650,000)</u>	<u>-1.3%</u>
<i>Other Revenue</i>				
Athletic, CLE and Museum Revenue	2,539,000	2,772,000	233,000	9.2%
Fund Balances	-	629,000	629,000	
Other (includes federal grants)	1,720,000	1,758,000	38,000	2.2%
Total Other Revenue	<u>4,259,000</u>	<u>5,159,000</u>	<u>900,000</u>	<u>21.1%</u>
Total Cadet Tuition/Fees and Other	<u>52,574,000</u>	<u>52,824,000</u>	<u>250,000</u>	<u>0.5%</u>

**Cadet financial assistance from scholarships and grants (all budgeted sources) is deducted to arrive at the revenue paid by cadets and from other sources.*



Private Funds

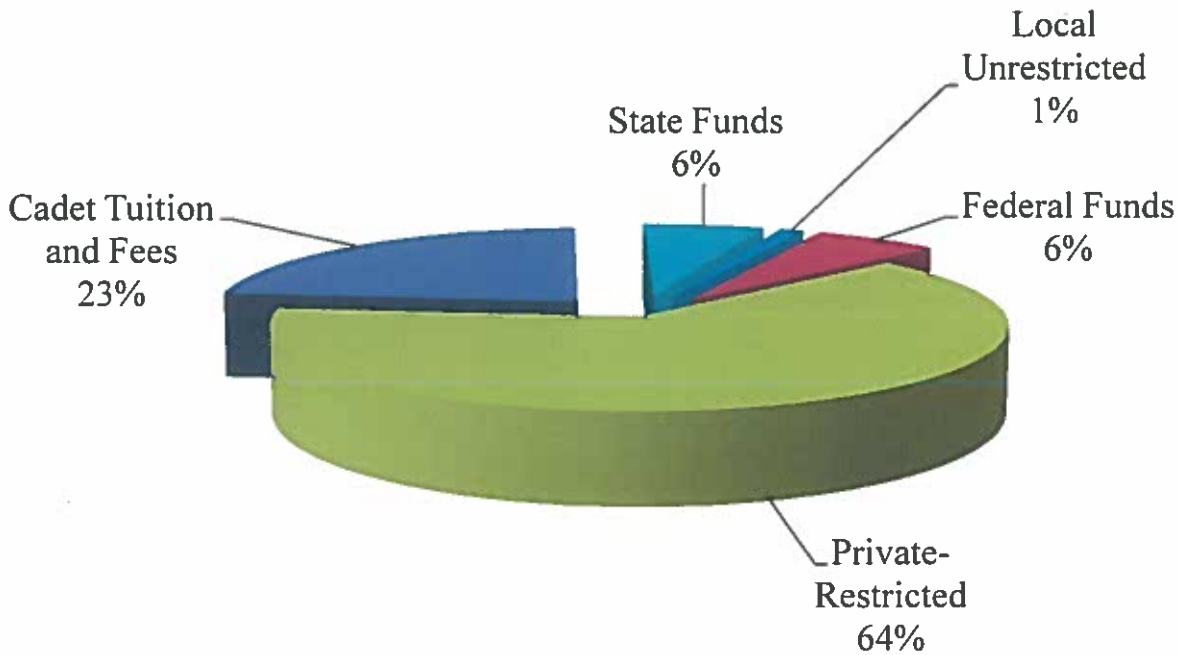
	FY 2018	FY 2019	Inc (Dec)	%
VMIF - Unrestricted	1,696,000	1,771,000	75,000	4.4%
VMIF - Restricted	12,379,000	12,840,000	461,000	3.7%
VMI Dev Bd-Unrestricted	400,000	400,000	-	0.0%
VMI Dev Bd-Restricted	634,000	678,000	44,000	6.9%
VMI Keydet Club	4,700,000	5,150,000	450,000	9.6%
VMI Endowment	649,000	644,000	(5,000)	-0.8%
Total Private	20,458,000	21,483,000	1,025,000	5.0%



FY 2019

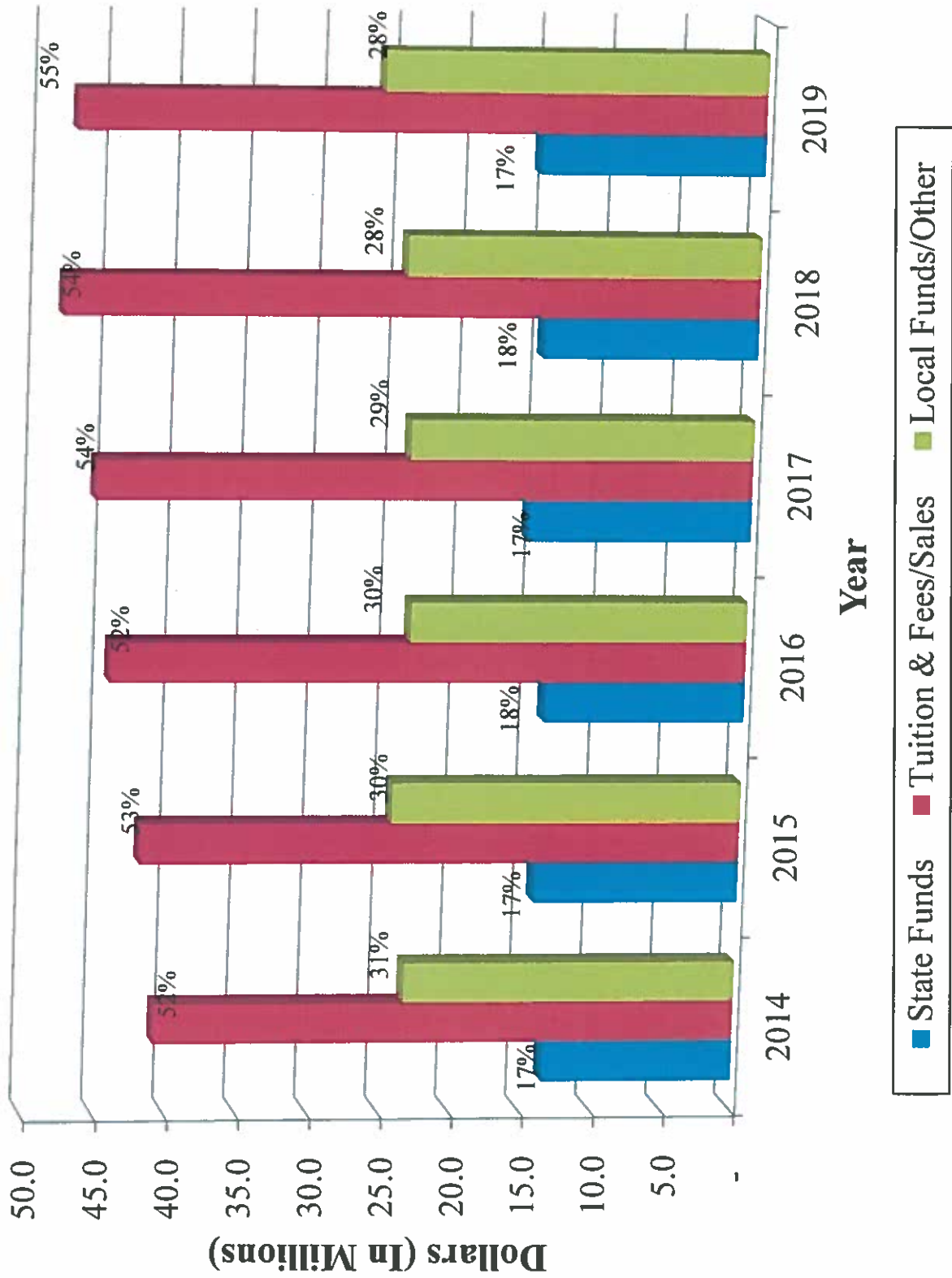
Cadet Financial Assistance

Sources	FY 2018	FY 2019	Inc (Dec)	%
State General Funds	1,016,000	1,048,000	32,000	3.1%
Cadet Tuition and Fees	4,250,000	4,000,000	(250,000)	-5.9%
Private Funds--Restricted				
VMI Foundation	5,037,000	5,238,000	201,000	4.0%
VMI Development Board	579,000	313,000	(266,000)	-45.9%
VMI Keydet Club	4,326,000	5,084,000	758,000	17.5%
VMI Endowment/Other	482,000	480,000	(2,000)	-0.4%
Total Restricted Funds	10,424,000	11,115,000	691,000	6.6%
Local Funds--Unrestricted				
VMI Foundation (primarily)	260,000	203,000	(57,000)	-21.9%
Federal Funds	1,041,000	1,091,000	50,000	4.8%
Total	16,991,000	17,457,000	466,000	2.7%



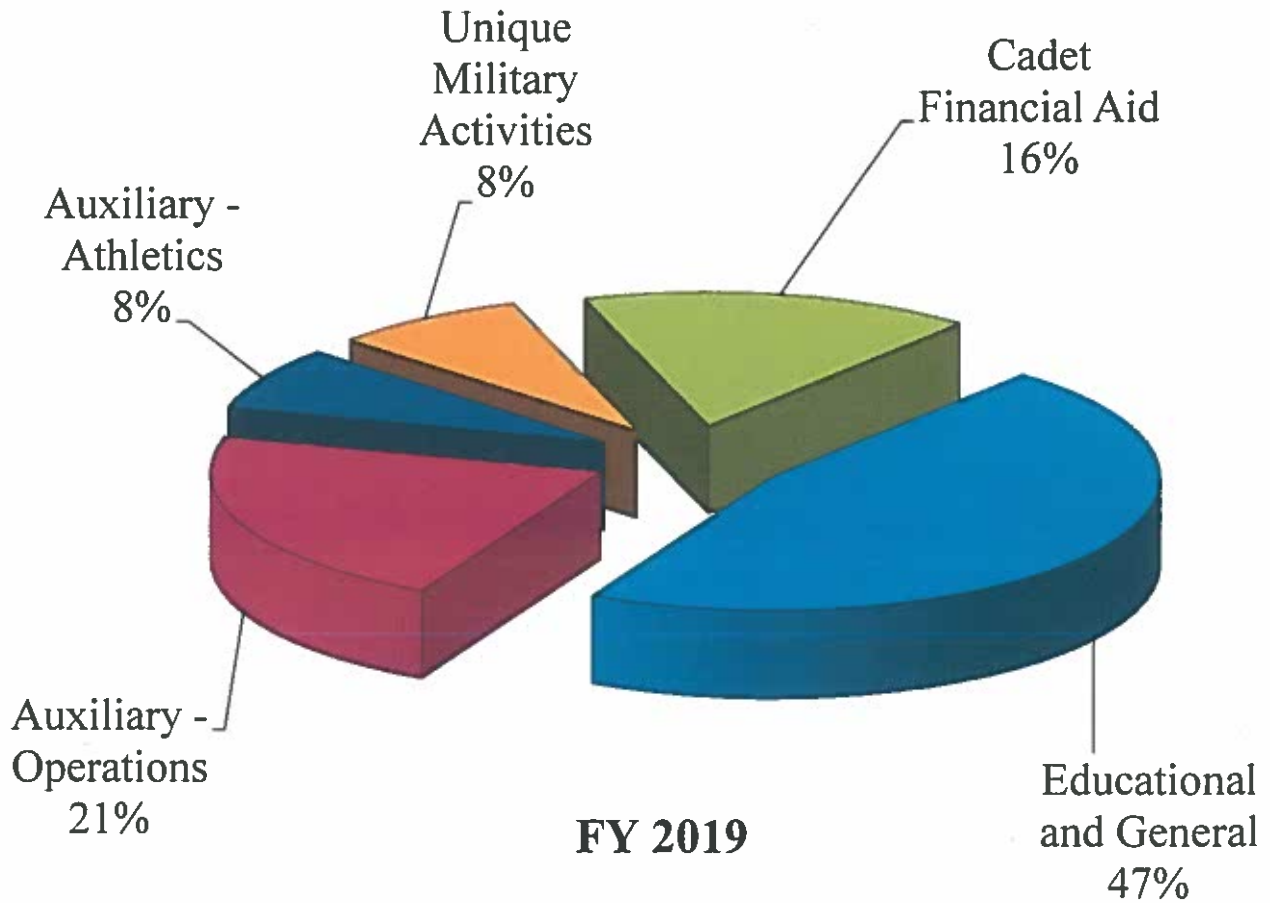
FY 2019

Sources of Revenue



Expenses

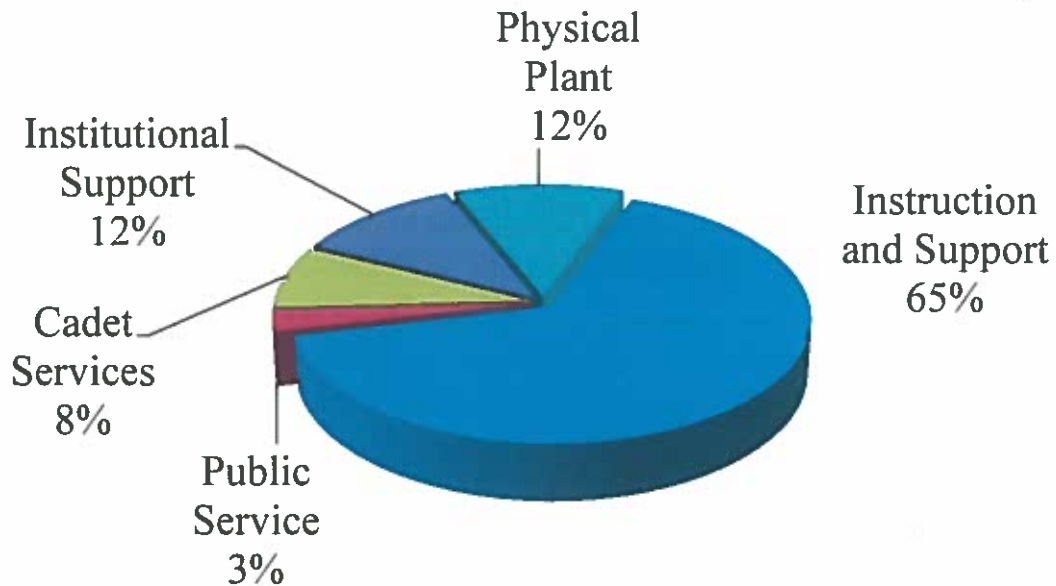
	FY 2018	FY 2019	Inc (Dec)	%
Educational and General	48,841,000	49,906,000	1,065,000	2.2%
Auxiliary - Operations	22,622,000	23,232,000	610,000	2.7%
Auxiliary - Athletics	7,978,000	8,209,000	231,000	2.9%
Unique Military Activities	8,649,000	8,633,000	(16,000)	-0.2%
Cadet Financial Aid	16,991,000	17,457,000	466,000	2.7%
Total Expenses	105,081,000	107,437,000	2,356,000	2.2%



Educational and General Program

	2018	%	2019	%
Instruction & Support	31,677,000	65%	32,809,000	65%
Public Service	1,430,000	3%	1,393,000	3%
Cadet Services	4,045,000	8%	4,052,000	8%
Institutional Support	5,638,000	12%	5,801,000	12%
Physical Plant	6,051,000	12%	5,851,000	12%
Total E & G Program	48,841,000	100%	49,906,000	100%

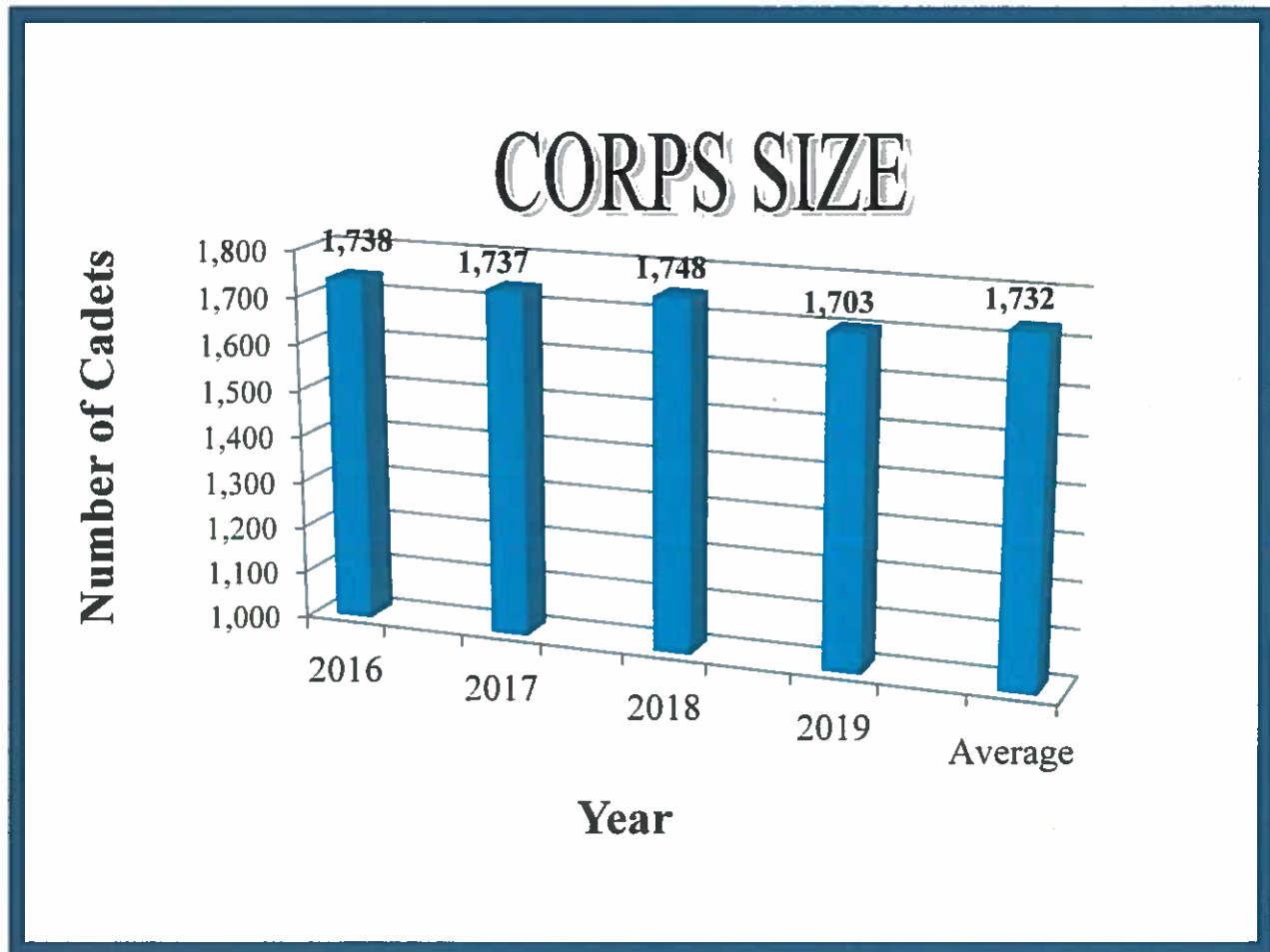
Note: The State E&G Program budget totals \$39.1 million in FY 2019 and \$38.4 million in FY 2018.



FY 2019

Enrollment - Fall

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>Budgeted 2019</u>	<u>Average</u>
New Cadets	495	506	506	500	502
Upperclass	1,243	1,231	1,242	1,203	1,230
Total	1,738	1,737	1,748	1,703	1,732
% In-State	59.3%	60.9%	62.7%	63.2%	60.3%



Tuition and Fees

	FY 2018	FY 2019	Inc (Dec)	%
Tuition				
In-State	8,884	9,284	400	4.5%
Out of State	34,572	36,128	1,556	4.5%
Fees	18,566	19,060	494	2.7%
Total Cost				
In-State	27,450	28,344	894	3.3%
Out-of-State	53,138	55,188	2,050	3.9%

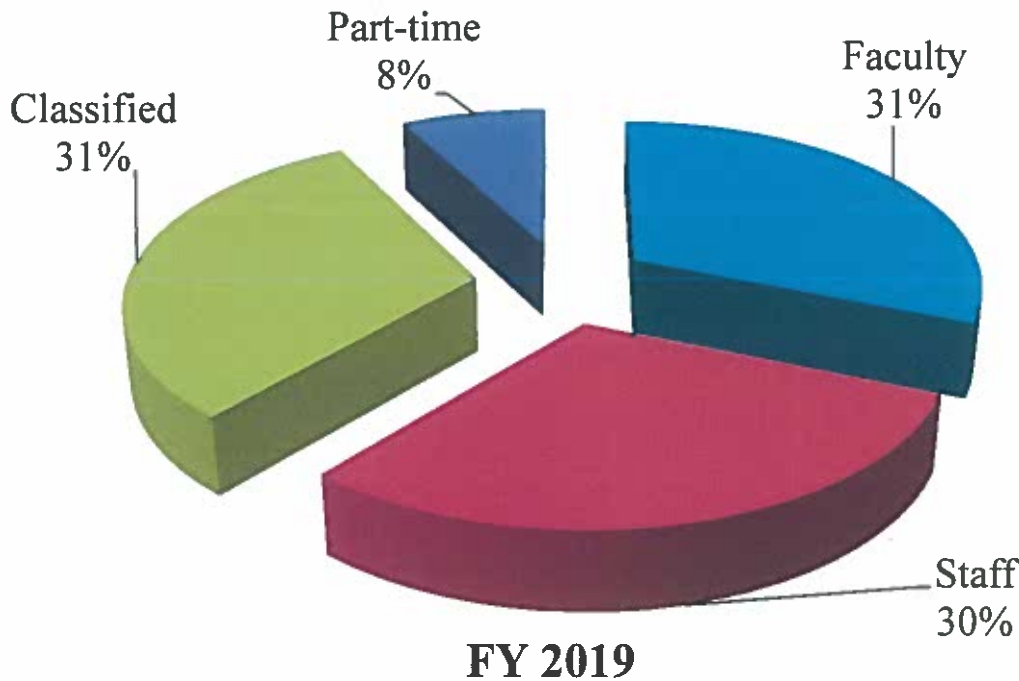
Note: Fees include room, board, medical, cadet activities/facilities, athletic, laundry/pressing, haircuts, and UMA activities.

Budgeted Dollars for Personnel

	FY 2018		FY 2019	
	FTE	Salaries/Fringes	FTE	Salaries/Fringes
Full-time Staff				
Faculty	144	15.9 million	147	16.3 million
Staff	152	15.7 million	156	16.4 million
Classified	308	17.2 million	307	17.2 million
Part-time Staff		5.2 million		5.3 million
Total	604	54.0 million	610	55.2 million

Notes:

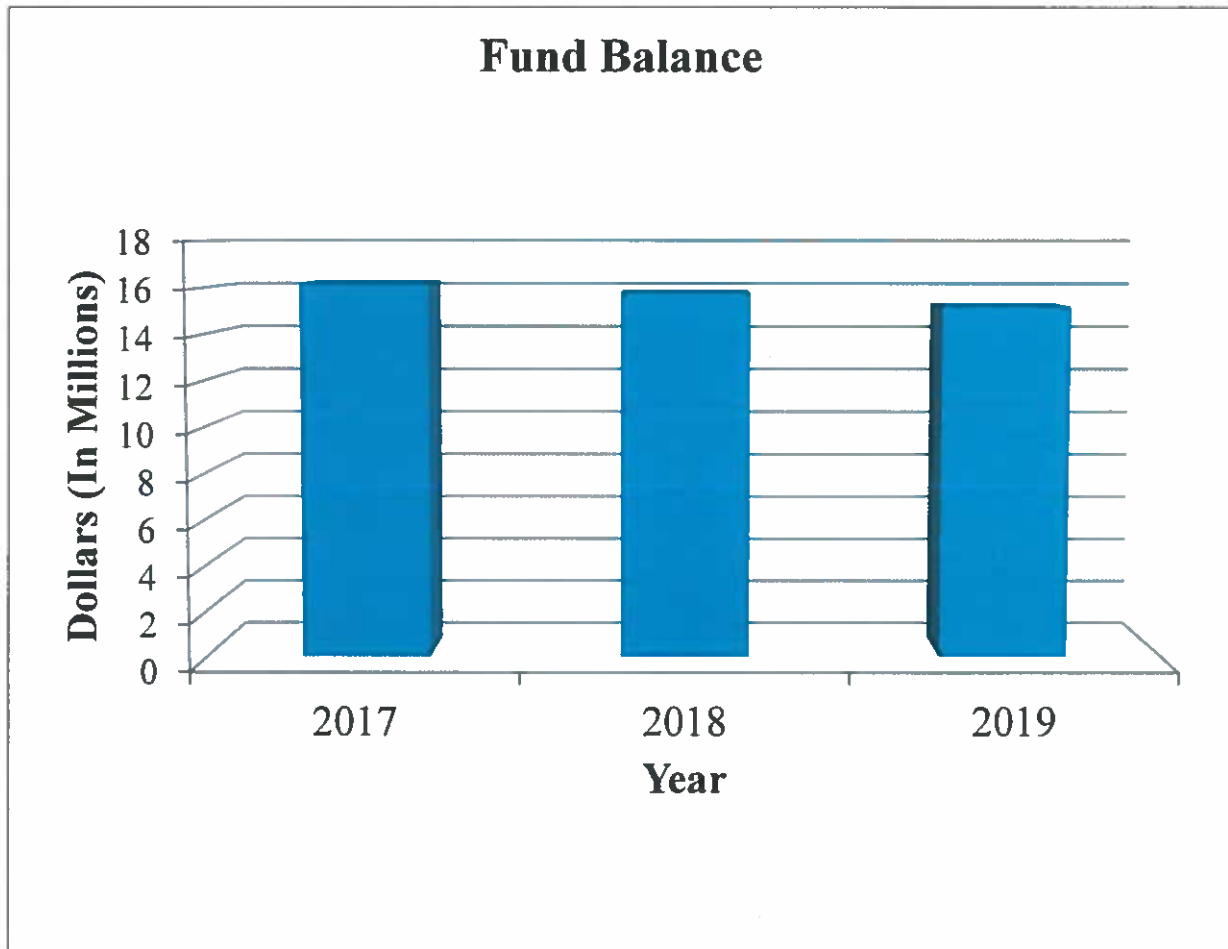
1. FTE counts full-time employees; however, the dollars also include part-time employee wages.
2. The budget reflects an increase of 5 FTE or 0.83%.
3. Salaries and fringe benefits represent 61% of the total operating budget.
4. VMI's 11:1 student-to-faculty ratio (average) is the lowest of the State's public colleges.
5. FTE and dollars include 5 full-time positions budgeted in Maintenance Reserve/Capital Projects.



Auxiliary Fund Balance

	Actual 6/30/17	Projected 6/30/18	Projected 6/30/19
Fund Balance	16,176,952	15,800,000	15,200,000

Note: Goal is to maintain Fund Balance at about \$10 million for working capital and for renewal and replacement of facilities. This balance will fluctuate over the next few years as VMI undertakes Auxiliary capital projects in the Post Facilities Master Plan.



Budget At A Glance

THE BUDGET AT A GLANCE

This section provides an overview of the budget for the Fiscal Year beginning 1 July 2018 and ending 30 June 2019 (hereinafter referred to also as 2019). This section includes the following schedules:

- *Revenues* identifies all revenues by program
- *Expenditures* identifies all expenditures by program
- *Sources of Revenue* identifies all revenues by source

REVENUE

STATE FUNDS

	2018	2019	Increase (Decrease)	%
Educational and General				
General Funds	9,832,000	10,415,000	583,000	5.9%
Cadet Tuition and Other Income	28,565,000	28,685,000	120,000	0.4%
Total Educational & General	38,397,000	39,100,000	703,000	1.8%
Unique Military Activities				
General Funds	4,210,000	4,210,000	-	0.0%
Cadet Fees and Other Income	4,439,000	4,424,000	(15,000)	-0.3%
Total Unique Military	8,649,000	8,634,000	(15,000)	-0.2%
Auxiliary Enterprises				
Cadet Fees and Other Income	22,435,000	22,416,000	(19,000)	-0.1%
Transfer from Reserves	-	629,000	629,000	
Total Auxiliary	22,435,000	23,045,000	610,000	2.7%
Cadet Financial Assistance				
General Funds	1,016,000	1,048,000	32,000	3.1%
Cadet Tuition and Fees	4,250,000	4,000,000	(250,000)	-5.9%
Total Cadet Financial Assistance	5,266,000	5,048,000	(218,000)	-4.1%
Total State Funds	74,747,000	75,827,000	1,080,000	1.4%

	2018	2019	Increase (Decrease)	%
LOCAL FUNDS				
Restricted Funds				
VMI Foundation/Development Bd	13,013,000	13,518,000	505,000	3.9%
VMI Keydet Club	4,700,000	5,150,000	450,000	9.6%
VMI Endowment	561,000	556,000	(5,000)	-0.9%
Federal Funds/NCAA Income	1,277,000	1,329,000	52,000	4.1%
Total Restricted	19,551,000	20,553,000	1,002,000	5.1%
Unrestricted Funds				
VMI Foundation/Development Bd	2,096,000	2,171,000	75,000	3.6%
VMI Endowment Income	88,000	88,000	-	0.0%
Cadet Athletic Fees	5,617,000	5,597,000	(20,000)	-0.4%
Athletic Revenue/Support	1,475,000	1,729,000	254,000	17.2%
Museum Revenue	774,000	756,000	(18,000)	-2.3%
Conference Income	290,000	287,000	(3,000)	-1.0%
Concessions Income	443,000	429,000	(14,000)	-3.2%
Total Unrestricted	10,783,000	11,057,000	274,000	2.5%
Total Local Funds	30,334,000	31,610,000	1,276,000	4.2%
TOTAL ALL FUNDS	105,081,000	107,437,000	2,356,000	2.2%
Less: Cadet Financial Assistance	(16,991,000)	(17,457,000)	(466,000)	2.7%
TOTAL REVENUE	88,090,000	89,980,000	1,890,000	2.1%

EXPENDITURES

	2018	2019	Increase (Decrease)	%
STATE FUNDS				
Educational & General				
Instruction	18,889,000	19,533,000	644,000	3.4%
Public Service	110,000	110,000	-	0.0%
Academic Support	6,320,000	6,666,000	346,000	5.5%
Cadet Services	3,089,000	3,071,000	(18,000)	-0.6%
Institutional Support	4,126,000	4,014,000	(112,000)	-2.7%
Physical Plant	5,863,000	5,706,000	(157,000)	-2.7%
Total Educational & General	38,397,000	39,100,000	703,000	1.8%
Unique Military Activities				
	8,649,000	8,634,000	(15,000)	-0.2%
Auxiliary Enterprises				
Operations	19,225,000	19,824,000	599,000	3.1%
Debt Service	2,132,000	2,138,000	6,000	0.3%
Maintenance projects	1,078,000	1,083,000	5,000	0.5%
Total Auxiliary Enterprises	22,435,000	23,045,000	610,000	2.7%
Cadet Financial Assistance				
	5,266,000	5,048,000	(218,000)	-4.1%
Total State Funds	74,747,000	75,827,000	1,080,000	1.4%

	2018	2019	Increase (Decrease)	%
LOCAL FUNDS				
Educational & General				
Instruction	5,087,000	5,145,000	58,000	1.1%
Research	32,000	32,000	-	0.0%
Public Service	1,320,000	1,283,000	(37,000)	-2.8%
Academic Support	1,356,000	1,432,000	76,000	5.6%
Cadet Services	956,000	981,000	25,000	2.6%
Institutional Support	1,505,000	1,787,000	282,000	18.7%
Physical Plant	188,000	145,000	(43,000)	-22.9%
Total Educational & General	10,444,000	10,805,000	361,000	3.5%
Cadet Financial Assistance	11,725,000	12,409,000	684,000	5.8%
Auxiliary Enterprises				
Intercollegiate Athletics	7,978,000	8,209,000	231,000	2.9%
Debt Service	187,000	187,000	-	0.0%
Total Auxiliary Enterprises	8,165,000	8,396,000	231,000	2.8%
Total Local Funds	30,334,000	31,610,000	1,276,000	4.2%
TOTAL ALL FUNDS	105,081,000	107,437,000	2,356,000	2.2%
Less: Cadet Financial Assistance	(16,991,000)	(17,457,000)	(466,000)	2.7%
TOTAL EXPENDITURES	88,090,000	89,980,000	1,890,000	2.1%

SOURCES OF REVENUE

	2018	% of Total	2019	% of Total	Inc (Dec)	% Inc (Dec)
State General Funds	15,058,000	17.1	15,673,000	17.4	615,000	4.1%
Cadet Tuition/Fees and Sales	48,315,000	54.8	47,665,000	53.0	(650,000)	-1.3%
VMI and Alumni Agencies Support						
<i>VMI Alumni Agencies</i>						
VMI Foundation	14,075,000	16.0	14,611,000	16.2	536,000	3.8%
VMI Development Board	1,034,000	1.2	1,078,000	1.2	44,000	4.3%
Total Foundation/ Dev Bd	15,109,000	17.2	15,689,000	17.4	580,000	3.8%
VMI Keydet Club	4,700,000	5.3	5,150,000	5.7	450,000	9.6%
Total Alumni Agencies	19,809,000	22.5	20,839,000	23.2	1,030,000	5.2%
<i>VMI Endowment</i>						
VMI General Endowment	396,000	0.4	394,000	0.4	(2,000)	-0.5%
VMI Collins Endowment	181,000	0.2	179,000	0.2	(2,000)	-1.1%
Outside Trusts (scholarships)	72,000	0.1	71,000	0.1	(1,000)	-1.4%
Total VMI Endowment	649,000	0.7	644,000	0.7	(5,000)	-0.8%
Total VMI and Alumni Agencies	20,458,000	23.2	21,483,000	23.9	1,025,000	5.0%

	2018	% of Total	2019	% of Total	Inc (Dec)	%
Other Revenue						
Athletic Revenue/Support	1,475,000	1.7	1,729,000	1.9	254,000	17.2%
Concessions Income	443,000	0.5	429,000	0.5	(14,000)	-3.2%
Museum Revenue	774,000	0.9	756,000	0.8	(18,000)	-2.3%
Program/Conference Income	290,000	0.3	287,000	0.3	(3,000)	-1.0%
Auxiliary Reserves	-	-	629,000	0.7	629,000	
Federal Funds/Other Income	1,277,000	1.4	1,329,000	1.5	52,000	4.1%
Total Other Revenue	4,259,000	4.8	5,159,000	5.7	900,000	21.1%
TOTAL	88,090,000	100.0	89,980,000	100.0	1,890,000	2.1%

General Information

GENERAL INFORMATION

Total Operating Budget

The 2019 Operating Budget totals \$107.4 million and includes \$17.5 million in cadet financial assistance. Cadet financial assistance appears twice in the budget - once in the programs from which the funds are derived (mostly local restricted funds) and again in the programs where the funds are reflected as tuition and fees (mostly State funds). The net operating budget without cadet financial assistance totals \$90 million.

This operating budget generally excludes major capital projects, those greater than \$1.0 million, and State Maintenance Reserve projects, those costing between \$25,000 and \$1.0 million. Such capital projects are funded and budgeted separately.

State Funds

State Funds consist of *general* funds and *nongeneral* funds that are deposited and expended from the State Treasury. General funds derive primarily from State income and sales taxes and are appropriated to VMI by the General Assembly. Nongeneral funds derive primarily from cadet tuition and fees, and revenue from auxiliary enterprises. VMI generally determines the level of its nongeneral funds. The General Assembly must also appropriate nongeneral funds before they can be spent. It is the intent of the General Assembly that each institution's combined general and nongeneral fund appropriation within its educational and general program closely approximates the anticipated budget each fiscal year. State policy also stipulates that appropriated nongeneral funds are spent first and State general funds last. Accordingly, unspent State appropriations at fiscal year-end are deemed to be general funds. Expenditures of State Funds are subject to State policies and procedures.

Local Funds

Local Funds comprise all other non-state funds that are deposited and expended from VMI's local bank account. Most of the revenue in this category derives from the VMI Alumni Agencies, VMI endowments, Intercollegiate Athletics, Museum Operations, the Center for Leadership and Ethics, and federal student financial aid grants. VMI also classifies cadet athletic fees in Local Funds because they are spent by Intercollegiate Athletics which is accounted for as a local auxiliary enterprise. State procurement regulations also apply to the expenditures of all local funds. Restricted local funds are subject to donor restrictions as to use. Unrestricted funds carry no restrictions by the donor.

With the adoption of this budget, the Board of Visitors directs that the expenditure of all budgeted funds shall be in accordance with the policies and procedures as outlined in the VMI Colleague Finance Departmental Manual approved by the Board of Visitors.

State Budget Process and Calendar

The State adopts a biennial budget in every even-numbered session of the General Assembly. The Governor's budget staff in the Department of Planning and Budget (DPB) develops the budget with input from State institutions and agencies, the State Council of Higher Education (SCHEV), and the Secretary of Education. DPB issues budget development instructions to all State institutions and agencies in the fall of every odd-numbered year inviting them to submit their budget requests and initiatives.

The Governor presents his proposed budget to the legislative money committees (House Appropriations and Senate Finance Committees) in December. The money committees will usually develop their own amendments to the Governor's budget and a joint committee of both houses will then compromise on a single set of amendments for approval by the entire General Assembly in March. The Governor may veto items in the General Assembly budget if the General Assembly does not override the veto by a two-thirds vote of the members. The end result will be the Appropriations Act (State Budget) that will specify appropriations of State general funds and nongeneral funds to State institutions and agencies for the next two years.

The Governor and General Assembly will usually pass some amendments to the State Budget in the odd-numbered sessions of the General Assembly, but such amendments are usually limited to emergencies and other critical items.

The State Appropriations Act authorizes the Governor to reduce State general fund appropriations to State agencies and institutions of higher education up to 15% when State general fund revenues are estimated by the Governor to be insufficient to pay in full all general fund appropriations authorized by the General Assembly. In making this determination, the Governor shall take into account actual general fund revenue collections for the current fiscal year and the results of a formal written re-estimate of general fund revenues for the current and next biennium. The re-estimate of general fund revenues shall be communicated to the Chairmen of the Senate Finance, House Appropriations, and House Finance Committees before the Governor can take action to reduce general fund appropriations.

Six-Year Plan

Since 2005 the State has required that the Board of Visitors of each public institution develop and adopt biennially a six-year plan for its institution. Each Board shall submit the plan to the State Council of Higher Education for Virginia (SCHEV) no later than 1 July of each odd-numbered year. Updates to the Plan must be submitted to SCHEV no later than 1 July of even-numbered years. Each plan must address the institution's academic, financial, and enrollment plans (to include the proportion of in-state and out-of-

state students) for the six-year period. It shall be structured in accordance with specific goals and objectives outlined in the Act and in a form and manner prescribed by the State Council of Higher Education which is charged with reviewing and assessing each plan.

VMI last updated and submitted its six-year financial plan as of 1 July 2017. The next plan submission is required by 1 July 2018.

VMI Budget Process and Calendar

VMI adopts an annual operating budget at the May meeting of the Board of Visitors. The Director of Finance, Administration and Support (FAS) develops the proposed budget with input from all of VMI's senior executive officers, the Superintendent, and the Audit, Finance and Planning Committee (AFP) of the Board of Visitors. VMI's Strategic Plan (Vision 2039) is a principal source of guidance and direction in the formulation of the proposal. The Plan is updated annually by the Institute Planning Committee (comprised of the senior executive officers) in coordination with the budget cycle. The Institute Planning Committee - Policy Group constitutes the Budget Committee that helps develop the proposed budget that goes to the Superintendent for his approval and then to the AFP Committee for its consideration and recommendation to the full Board of Visitors in May.

External input is obtained from the State Appropriations Act regarding State funds and from the VMI Alumni Agencies regarding local funds. The Director of Finance, Administration and Support (FAS) presents VMI's draft local unrestricted funds budget to the VMI Foundation Finance Committee usually in April for its review and information.

Programs

The State's *Commonwealth Planning and Budgeting System* is the basis of VMI's operating programs. This encompasses the following programs:

Educational and General Program (E&G)

- *Instruction* — the general academic instruction and community education programs -- includes all academic departments, Reserve Officer Training Corps (ROTC), and community education programs.
- *Public Service* — the provision of services beneficial to individuals and groups outside VMI -- includes the VMI Museum, the Virginia Museum of the Civil War at New Market, and the Stonewall Jackson House in Lexington, VA.
- *Academic Support* — the support services to the instruction and public service sub-programs -- includes the library, academic administration, computing services, and student assessment.
- *Cadet Services* — the support services to cadets -- includes admissions, cadet records, financial aid administration, cadet counseling and cultural development.

- *Institutional Support* — the operational and administrative support for the day-to-day functioning of VMI -- includes executive management, fiscal operations, general administrative services, logistical services, and public relations and development.
- *Physical Plant* — the operation and maintenance of the physical plant -- includes administration and supervision, custodial services, building repairs and maintenance, utilities, and insurance.

Unique Military Activities (UMA)

This program supports VMI's military activities. It includes military administration, cadet uniform issuance and maintenance (Laundry/Pressing, Tailor Shop, and Military Store), the Regimental Band, Rat Challenge, cadet counseling, facilities maintenance, and most of the VMI Infirmary operations.

Auxiliary Enterprises (AUX)

This program provides the goods, services, and facilities needed to support cadets outside the classroom and to support faculty and staff. It includes the Barracks, the Mess Hall, the Barber Shop, social and recreational facilities, cadet clubs and organizations, Corps trips, intercollegiate athletics, and employee housing.

Cadet Financial Assistance (CFA)

This includes all financial aid programs for cadets including scholarships, grants, and loans.

State Funding

The State generally uses an incremental budgeting policy in which an institution's base budget for each program is carried forward biennially with adjustments as necessary for State-initiated salary increases, fringe benefit cost increases, and application of "base adequacy funding guidelines" in the case of the E&G Program. Current State base adequacy funding guidelines (as adjusted for the impact of VMI's Unique Military Activities Program as approved by the State Council of Higher Education effective FY 2013) indicate that VMI is generally fully-funded. Since adoption of the Higher Education Opportunity Act (HEOA) in 2011, some State funding has also been appropriated to institutions based on performance and initiatives in achieving the goals of the Act. The Act addresses several important goals to include producing more graduates especially in the fields of science, technology, engineering, and math (STEM).

Educational and General Program

The Appropriations Act provides that in establishing the appropriate State share of funding for in-state students in the E&G Program the General Assembly "shall seek to cover at

least 67 percent of educational costs associated with providing full funding of the base adequacy guidelines, raising average salaries for teaching and research faculty to the 60th percentile of peer institutions, and other priorities set forth in the act.” The Appropriations Act requires out-of-state students to pay at least 100% of the cost of their education. Accordingly, this policy provides that VMI should receive State general fund support of its E&G Program that is equal to approximately 67% times the percentage of its in-state students. **For FY 2019, VMI projects an in-state enrollment of about 63% which would indicate that State general fund support of the E&G Program should approximate 42% of the total State E&G budget (67% times 63%). State general fund support budgeted for FY 2019 totals about 27% of the total State E&G budget. The shortfall in State funding is about \$6 million and largely reflects State general fund reductions from FY 2008 to FY 2012 due to the economic recession and flat funding in subsequent years.**

Equipment Trust Fund monies and Maintenance Reserve Program funds are normally appropriated based on a prescribed methodology by DPB or SCHEV. These funds are not included in VMI’s operating budget.

Unique Military Activities

State general fund support for the UMA Program is budgeted to total about \$4.2 million in FY 2019, but continues to fall short based on the recommendations of the State Council of Higher Education (SCHEV) in 1987. SCHEV recommended that the State provide full general fund support for all UMA costs except uniforms for which cadets were expected to pay 40% of the cost. Since then, cadet fees have been required to fund not only uniforms, but also other UMA costs. The FY 2019 shortfall in State general funds for the UMA Program is estimated to be approximately \$3.9 million. VMI will continue to submit budget requests to the State requesting additional State general fund support for the UMA Program consistent with SCHEV’s recommendations.

Auxiliary Enterprises

The State requires auxiliary enterprises to be self-supporting; therefore, the State provides no general fund support for these programs. Cadet fees, user charges, and other revenues must fully fund Auxiliary operations. The Appropriations Act also requires that the Auxiliary Program pay its share of VMI’s indirect costs that consist of E&G Institutional Support and Physical Plant program costs. The amount of indirect costs that the Auxiliary Program must pay is based on a biennial cost study conducted by VMI, certified to the State Controller, and subject to audit by the Auditor of Public Accounts.

Cadet Financial Assistance

The State provides general funds for financial aid to support in-state students who demonstrate need including VMI’s State Cadetship Program. The level of support is based on State funding formulas that take into account unmet student need.

Significant Budget Assumptions

Significant Budget Assumptions

This section describes the significant assumptions and estimates used in the development of the budget. These key factors are the following:

- ***Tuition and fees***—Provides the proposed tuition and fees for FY 2019 (the regular session and the summer session held the summer of 2018) and supplementary information regarding the increases, other costs to cadets, discounts budgeted for Non-Virginia cadets in the Virginia National Guard, and VMI's payment and refund policies. Also provides Facility Use Fees.
- ***Enrollment***—Provides the budgeted enrollment for FY 2019 including the number of Virginia cadets, Non-Virginia cadets, new cadets, and old or returning cadets. Also provides estimates of the Fall and the Spring Semester enrollment along with the number of cadets on foreign study.
- ***New Cadet Enrollment***—Provides the estimated number of applications, acceptances, and matriculants for the Class of 2022 by in-state and out-of-state. Also provides the percentage of acceptances and the yield (i.e., number of acceptances who are expected to matriculate).
- ***Total Employment***—Provides the number of full-time employees for each program and the total personal services costs (salaries, wages, and fringe benefits). Provides details of new employees and other changes.
- ***Salary Increases and Fringe Benefits***—Provides the budgeted salary increases or bonuses and the fringe benefit rates and health care costs.

Tuition and Fees--Regular Session

	2018	2019	Inc (Dec)	%
<i>Tuition</i>				
Virginia Cadet	8,884	9,284	400	4.5%
NonVirginia Cadet	34,572	36,128	1,556	4.5%
<i>Room</i>				
	2,756	2,840	84	3.0%
<i>Board</i>				
	6,480	6,642	162	2.5%
<i>Auxiliary Fees</i>				
Athletic	3,340	3,440	100	3.0%
Medical	484	498	14	2.9%
Cadet Facilities/Activities	2,230	2,266	36	1.6%
Total	6,054	6,204	150	2.5%
<i>Quartermaster Charges</i>				
Laundry/Pressing	394	404	10	2.5%
Haircuts	272	280	8	2.9%
Uniforms/UMA Activities	2,610	2,690	80	3.1%
Total	3,276	3,374	98	3.0%
Total Virginia Cadet	27,450	28,344	894	3.3%
Total NonVirginia Cadet	53,138	55,188	2,050	3.9%

Significant Budget Assumptions Tuition and Fees Notes

Tuition

The FY 2019 budget increases in-state tuition by \$400 or 4.5% to \$9,284 and out-of-state tuition by \$1,556 or 4.5% to \$36,128. The increases are based on many considerations to include the following:

- a) General Assembly authorization for the Board of Visitors of State institutions to set tuition at levels they deem to be appropriate based on, but not limited to, competitive market rates, provided that a) the total tuition revenue generated is within the non-general fund appropriation for educational and general programs in the Appropriations Act and b) the tuition of nonresident students covers at least 100 percent of the average cost of education;
- b) An estimated net increase in State General Funds of approximately \$615,000 or 4.1% for FY 2019 compared to FY 2018. This reflects \$270,000 in new base adequacy funding, approximately \$313,000 to cover the State share of salary and benefit cost increases, and \$32,000 additional for need based financial aid. There was no new funding for operations and maintenance of newly renovated facilities.
- c) VMI's share (60%) of State-initiated or mandated increases in employer contribution rates for health insurance of 6.9%.
- d) Increases in funding of approximately \$275,000 for personnel and non-personnel budget requests from the senior executive officers during the budget development process; the funding adds new positions (see section on Total Employment), provides salary increases for selected employees, and funds program cost increases;
- e) Unavoidable cost increases for utilities, insurances, facility preventive maintenance contracts, and other costs;
- f) A budget of tuition revenue used for cadet financial assistance of \$4,000,000 to help ensure that VMI meets its enrollment targets especially of out-of-state cadets; this funding reflects rising tuition and fees and greater demonstrated need of all cadets, especially out-of-state cadets;
- g) The tuition and fees of VMI's competitor institutions and other Virginia public institutions;
- h) VMI's recent past history of tuition and fee increases (See Supplementary Information included at the end of this Budget); and

- i) Compliance with the State Council of Higher Education's (SCHEV) rigorous Institutional Performance Standards.

Room and Board

The Barracks or room fee increase of \$84 or 3.0% to \$2,840 provides for increases in facility operations and maintenance costs. This includes State-initiated or mandated fringe benefit cost increases as described in the Tuition Note.

The board fee increase of \$162 per cadet or 2.5% to \$6,642 helps to fund an anticipated increase in the meal rates charged by VMI's outside food contractor due to rising food and labor costs. It also funds increasing costs for facilities, equipment maintenance, and debt service.

Auxiliary Fees

VMI's comprehensive auxiliary fees covering athletics, medical services, and cadet facilities/activities will increase a net total of \$150 or 2.5% to \$6,204. It consists of a \$100 increase in the cadet athletic fee, a \$14 increase in the medical fee, and an \$36 increase in the cadet facilities/activities fee. The net fee increase primarily funds State-initiated or mandated fringe benefit cost increases as described in the Tuition Note, increased debt service costs on bonds issued for facilities improvements, and operation and maintenance of newly renovated and new facilities coming on line. It also funds Athletic Program cost increases.

The Appropriations Act limits auxiliary fee increases to 3% excluding the requirements for wage, salary, and fringe benefit increases authorized by the General Assembly. The restriction does not apply to medical services or to fees (such as debt service) directly related to General Assembly approved capital projects. VMI's proposed auxiliary fee increase for FY 2019 complies with the Act.

Quartermaster Charges

VMI's comprehensive quartermaster charges covering laundry/pressing, haircuts, cadet uniforms, and Unique Military Activities will increase \$98 or 3.0% to \$3,374. The increase primarily funds the State-initiated or mandated fringe benefit cost increases as described in the Tuition Note above.

Other Notes

National Guard Tuition Discount

This budget continues to provide \$100,000 in Virginia National Guard (VNG) tuition discounts to qualified Non-Virginia cadets. The maximum annual discount per cadet is \$5,000 and awards are based on merit. This allows a total of 20 full awards each semester.

Deposits and Other Charges

The budget continues the application fee at \$40. A reservation fee of \$300 applies to all new cadets.

A security deposit of \$200 for the regular session and \$100 for the summer session will be required of all cadets/students. VMI will return this deposit, less any deductions for damages, loss of property, or unpaid obligations, without interest, upon the graduation of the cadet or the termination of the cadetship. Foreign students (enrolled at VMI on an exchange or other temporary basis) are not required to pay the security deposit.

The State requires institutions to impose late fees. VMI will continue to assess a late fee of \$100 or 10% of the unpaid balance, whichever is less, on tuition and fees not paid by the due date. Tuition and fees will be due 1 August 2018 for the Fall Semester and 15 December 2018 for the Spring Semester. In addition, a \$100 late registration fee will be assessed to all cadets who fail to pre-register by the appropriate due date.

This budget includes a vehicle registration/parking fee of \$40 applicable to all cadets/students for the regular session and the summer session. The fee covers both terms of each session. Parking fees for the Parade Ground and other locations during special events (including football games) may be authorized by the Superintendent.

All cadets from foreign countries are assessed a fee for health insurance coverage. The fee is expected to approximate \$1,000 for the academic year.

Payment Policy

This budget authorizes the administration to dismiss cadets who fail to pay required tuition and fees or any other financial obligations to VMI. It also grants the authority to hold grades, credits, transcripts, and diplomas until all financial obligations are satisfied. **This budget authorizes the administration to prohibit any cadets from registering for a semester who have not satisfied all financial obligations for past semesters.**

Other Costs

Other costs payable by cadets include textbooks, supplies, and non-issue clothing items. Cadets may pay for such items with cash, check, or debit/credit cards at the time of

purchase. Parents/cadets are required to pay an administrative fee when using a debit or credit card to make tuition and fee payments. The fee will generally approximate the rate that VMI would be charged by the bank for acceptance of such payments.

Refund Policy

This budget authorizes the following refund policy:

Tuition and fees for the regular session are refundable only upon official notice of withdrawal to the Commandant. Full refunds, less \$1,000, are made for withdrawals prior to the first day of classes. On or after the first day of classes, refunds are prorated through the fifth week. No refunds are made after the fifth week of classes. Cadets receiving Title IV financial aid will receive a refund in accordance with applicable federal law. Exceptions to the refund policy are made only in extraordinary circumstances (Cadets called to active duty in the National Guard or the reserves will automatically receive a full tuition refund for the semester if they cannot complete the requirements for credit in their courses; their room and board fees will be prorated). The Board authorizes the administration to establish an appropriate appeals process. No refunds shall be made until all issued military uniforms and equipment required to be returned to the VMI Military Store and to the Commandant have been returned in good condition. Cadets will be charged for issued military uniforms and equipment that are not returned as required.

Courses Taken by Employees

With the consent of the course instructor and approval of his/her own department head and the Dean of the Faculty, this budget permits any full-time VMI employee to audit or take for credit any course offered at VMI in either the regular or summer session at no charge.

Facilities Use

As a public service, VMI makes certain of its facilities available for approved uses by groups outside of VMI, both public and private. Facilities include Cameron Hall, Jackson Memorial Hall, Marshall Hall, Preston Library, Cormack Hall, Cocke Hall, the Barracks, VMI Health Center, King Hall, McKethan Park, the Baffled Firing Range, Military and Leadership Field Training Grounds, Indoor Training Facility, classrooms, and athletic facilities (stadiums and fields). State policy requires that contracts for the use of state facilities include fees and charges to fully recover both direct and indirect costs related to such use.

This budget authorizes and directs the Director of Finance, Administration and Support to establish appropriate terms for the use of any and all VMI facilities by outside groups; the terms shall include rental fees and any other fees and charges to cover both direct and indirect costs consistent with the State policy.

Tuition and Fees--Summer Session

	Summer		Inc(Dec)	%
	2017	2018		
Tuition (Per Credit Hour)				
<i>Virginia</i>				
Regular	336	340	4	1.2%
Student Transition (STP)	369	376	7	1.9%
<i>Non-Virginia</i>				
Regular	1050	1060	10	1.0%
Student Transition (STP)	1155	1178	23	2.0%
Room (Per Week)	133	135	2	1.5%
Board (Per Week)				
5-Meal Plan	60	61	1	1.7%
10-Meal Plan	116	118	2	1.7%
15-Meal Plan	151	153	2	1.3%
19-Meal Plan	191	194	3	1.6%
Auxiliary Fee (Per Term)				
Regular	71	72	1	1.4%
Summer Transition	128	130	2	1.6%
Other Charges/Fees				
Late Registration Fee (Per Term)	70	70	-	0.0%
Security Deposit (Per Session)	100	100	-	0.0%
Parking Permit (Per Session)	40	40	-	0.0%

Notes:

1. Tuition increases help to fund increasing costs for programs and facilities operations and maintenance.
2. Tuition for Student Transition Program students is greater than regular session students because additional faculty instruction and supervision is provided.
3. Room rate increase funds increasing costs for facilities operations and maintenance.
4. The board rate increase reflects the increasing cost of food and labor.
5. The Auxiliary fee covers medical services and use of athletic facilities during the summer.

Special Note: The Board authorizes the Superintendent to establish tuition and fees, that may deviate from the normal summer session tuition and fees, for special programs as considered appropriate in his judgment. Special programs include student research programs that are often supported by private endowments and grants that help pay a portion of student costs.

Tuition and Fees--Summer Session Foreign Study

	Summer		Inc(Dec)	%
	2017	2018		
Morocco	-	4,900		
Central Europe	4,000	4,700	700	17.5%
Germany (ME)	4,900	4,900	-	
Paris	6,395	6,895	500	7.8%
China	4,900	5,600	700	14.3%
Spain	4,600	5,000	400	8.7%
Belize	2,900	-		

Notes:

1. The tuition and fees for the programs above generally include tuition, room, board, excursion expenses, and medical insurance. Airfare is not included. The tuition also includes some provision for VMI's indirects costs in supporting these programs.

2. Programs may be cancelled by VMI if enrollment is not considered adequate to generally cover fixed costs associated with the program or other circumstances warrant cancellation.

3. Participants earn 3 to 9 credit hours for completing these programs.

4. The Morocco program was not conducted in 2017. The Belize program will not be conducted in 2018.

Facility Use Fees

	Fee Per Day		Inc (Dec)	%
	Fiscal Year			
	2018	2019		
<i>Fee per Camp/School/Other</i>				
Baseball Field (day)	175	175	-	0.0%
Baseball Field (night)	260	260	-	0.0%
Cameron Hall Arena	345	345	-	0.0%
Cocke Hall Basketball Arena	130	130	-	0.0%
Cocke Hall (Exercise Room)	65	65	-	0.0%
Cormack Wrestling Arena	105	105	-	0.0%
Indoor Training Facility (Note #4)	1,040	1,050	10	1.0%
Football Practice Field (day)	215	215	-	0.0%
Football Practice Field (night)	310	310	-	0.0%
Foster Stadium Track/Upper Field	510	510	-	0.0%
Kilbourne Hall Indoor Range (Note #4)	260	260	-	0.0%
McKethan Park Pavilion (Note #3)	75-150	75-150	-	0.0%
McKethan Park Training Area	310	310	-	0.0%
McKethan Park Skeet Range	185	185	-	0.0%
North Post Field #1 and #3	160	160	-	0.0%
North Post Field #2 (day)	235	235	-	0.0%
North Post Field #2 (night)	260	260	-	0.0%
North Post Challenge Initiatives (Note #4)	40	40	-	0.0%
North Post High Ropes Course (Note #4)	110	110	-	0.0%
North Post Outdoor Range (Note #4)	335	335	-	0.0%
North Post Red and Blue Loops (Note#4)	40	40	-	0.0%
North Post Tennis Courts (All)	260	260	-	0.0%
North Post Tennis Courts (One)	80	80	-	0.0%
Parade Ground	80	80	-	0.0%
Patchin Field (Soccer/Lacrosse)	125	125	-	0.0%
Swimming Pool	115	115	-	0.0%

Facility Use Fees

	Fee Per Day		Inc (Dec)	%
	Fiscal Year			
	2018	2019		
Classrooms	75	75	-	0.0%
Academic Lecture Halls	160	160	-	0.0%
JM Hall Chapel/Rooms	750	750	-	0.0%
<i>Fee per Camper/Participant</i>				
Barracks	20	20	-	0.0%
Post Facilities	1	1	-	0.0%

Notes:

1. State policy requires VMI to charge private groups a fee for the use of VMI facilities. (Athletic coaches, faculty and staff members, and other organizations, as private contractors, conduct a variety of summer camps/schools at VMI).
2. Fee increases provide for facilities operating and maintenance cost increases (primarily facility operations and maintenance costs and repairs).
3. McKethan Park Pavilion fees vary based on number of attendees.
4. Additional fees may be assessed for these facilities as appropriate for supervision and other services.

Special Note: The Board authorizes the Superintendent or his designee to adjust any of the fees above on an exception basis as considered appropriate in his judgment due to special circumstances to include partial day use of facilities or other pertinent factors.

Enrollment

	2018				2019		Budget	
	Budget	%	Actual	%	Budget	%	Inc(Dec)	%
<i>Fall Semester</i>								
<i>New Cadets</i>								
Virginia	300	60.0	309	61.1	300	60.0	-	0.0%
NonVirginia	200	40.0	197	38.9	200	40.0	-	0.0%
Total	500	100.0	506	100.0	500	100.0	-	0.0%
<i>Old Cadets</i>								
Virginia	801	63.8	787	63.4	776	64.5	(25)	-3.1%
NonVirginia	455	36.2	455	36.6	427	35.5	(28)	-6.2%
Total	1,256	100.0	1,242	100.0	1,203	100.0	(53)	-4.2%
<i>Total Fall</i>								
Virginia	1,101	62.7	1,096	62.7	1,076	63.2	(25)	-2.3%
NonVirginia	655	37.3	652	37.3	627	36.8	(28)	-4.3%
Total	1,756	100.0	1,748	100.0	1,703	100.0	(53)	-3.0%
<i>Cadets on Foreign Study</i>	2		3		2		-	0.0%
Total Potential	1,758		1,751		1,705		(53)	-3.0%
<i>Spring Semester</i>								
Virginia	1,036	63.2	1,028	63.4	1,010	63.9	(26)	-2.5%
NonVirginia	603	36.8	593	36.6	571	36.1	(32)	-5.3%
Total	1,639	100.0	1,621	100.0	1,581	100.0	(58)	-3.5%
<i>Cadets on Foreign Study</i>	33		35		33		-	0.0%
Total Potential	1,672		1,656		1,614		(58)	-3.5%
<i>Average enrollment for the Year (Fall census and Spring)</i>								
	1,682		1,672		1,630		(52)	-3.1%

New Cadet Enrollment *Opening Day*

	FY 2018 Actual			FY 2019 Estimated/Budgeted		
	VA	NVA	Total	VA	NVA	Total
Total Applications	823	1,038	1,861	875	1,008	1,883
Total Acceptances	415	562	977	419	548	967
% of Applicants Accepted	50%	54%	52%	48%	54%	51%
Matriculants	309	197	506	300	200	500
% of Accepted (Yield)	74%	35%	52%	72%	36%	52%

Significant Budget Assumptions Enrollment Notes

Fall Semester

New Cadets

The budget is based on a new cadet class of 500 with 60% in-state cadets. VMI budgeted 500 new cadets for FY 2018 with 60% in-state cadets and enrolled 506 cadets with about 61% in-state cadets.

Old Cadets

An Old Corps (returning cadets) of 1,203 is budgeted for fall 2018; 53 less than budgeted for FY 2018 and 39 less than actually enrolled last fall. The percentage of in-state old cadets is projected to be 64.5% compared to 63.4% actually enrolled in FY 2018.

Total Cadets

The budget is based on a total projected “opening” day enrollment of 1,703 cadets with 63.2% in-state cadets. Opening day refers to matriculation day for new cadets and registration day for old cadets. The old cadets usually return and register about 9 to 10 days after new cadet matriculation; usually about 20-25 new cadets will have withdrawn by then resulting in a total projected Barracks enrollment of about 1,680 cadets at that date. By “census” date, which is the State’s official headcount date and occurs about a week after classes begin, VMI is projected to have an enrollment of about 1,679; this compares to 1,722 last census date.

Spring Semester

The spring semester enrollment is budgeted to total 1,581 or 93% of the fall opening day enrollment and reflects VMI’s actual average rate for the last three years.

Average Enrollment

VMI’s projected “average” annual enrollment for FY 2019 is 1,630 and consists of 1,679 cadets at the fall census date and 1,581 in the spring semester. The average enrollment for FY 2018 is 1,672. **The Superintendent has approved a target average enrollment of 1,625 cadets.**

Foreign Study

This budget sets a limit of 35 cadets total that can be on foreign study during the year (fall and spring semester); it does not include cadets on foreign “exchange” programs. Cadets on foreign study do not pay VMI any tuition and fees; however, cadets on foreign exchange programs are generally required to pay VMI its normal tuition and fees.

Total Employment Summary

	2018		2019		Inc (Dec)		
	FTE	Dollars	FTE	Dollars	FTE	Dollars	
						%	
State Funds							
Educational and General Program	382	35,099,000	385	36,172,000	3	1,073,000	3.1%
Auxiliary Enterprises Program	111	6,814,000	114	6,984,000	3	170,000	2.5%
Unique Military Program	25	2,501,000	25	2,509,000	-	8,000	0.3%
Total State Funds	518	44,414,000	524	45,665,000	6	1,251,000	2.8%
Local Funds							
Intercollegiate Athletics	50	4,072,000	50	4,177,000	-	105,000	2.6%
Museum Programs	9	614,000	9	616,000	-	2,000	0.3%
Local Restricted	11	2,118,000	11	2,002,000	-	(116,000)	-5.5%
Local Unrestricted	10	2,273,000	11	2,423,000	1	150,000	6.6%
Total Local Funds	80	9,077,000	81	9,218,000	1	141,000	1.6%
Total State and Local	598	53,491,000	605	54,883,000	7	1,392,000	2.6%
Capital Programs							
Maintenance Reserve/Projects	6	456,000	5	332,000	(1)	(124,000)	-27.2%
Total All	604	53,947,000	610	55,215,000	6	1,268,000	2.3%

Note: FTE represents the number of "full-time employees". The dollars indicated represent salaries and fringes for full-time and part-time employees.

Total Employment
Details of New Employees and Other Changes
FY 2019

Department	Position	Type Change	# FTE	Note
<i>E&G Program</i>				
Computer and Information Sciences	Teaching Faculty	New hire	1	
Applied Math (QEP)	Teaching Faculty	New hire	1	
History	Teaching Faculty	Buyback from Local	1	
Procurement - Assist. Director	Admin Prof	Convert from Classified	1	
Procurement - Buyer	Classified	Convert to AP	(1)	
O&M of Plant - Administrative	Admin Prof	Convert from Classified	1	
O&M of Plant - Administrative	Classified	Convert to AP	(1)	
			<u>3</u>	
<i>Auxiliary Enterprises</i>				
Student Union	Admin	Convert from Classified	1	
Student Union	Classified	Convert to AP	(1)	
Laundry	Classified	New hire	1	
Barracks	Classified	New hire	1	
Residential Facilities	Classified	Transfer from Capital Outlay	1	
			<u>3</u>	
<i>Private Funds</i>				
CLE Assistant Director	Admin Prof	New hire	1	
			<u>1</u>	
<i>Capital Outlay</i>				
Maintenance Reserve	Classified	Transfer to AUX	(1)	
			<u>(1)</u>	
Net Increase			6	

See accompanying Notes on following page

Total Employment Notes

1. Two new full-time teaching faculty positions are budgeted in FY 2019 and reflect VMI's continuing "Right-Sizing" initiative to replace some part-time teaching faculty positions with full-time positions. The use of more full-time faculty is expected to improve cadet advising, cadet retention, increase the number of cadets majoring in science, technology, engineering, and math (STEM), and graduation rates. The additional History position is a buy-back from Local funds.
2. The new position in Auxiliary – Barracks is a warehouse supply position. This staff member is located at Hinty Hall and is responsible for management of the Barracks supply and maintenance inventory. The other position is an additional laundry worker.
3. A new Assistant Director for Leadership Development position at the CLE was added to support growing operations.

Salary Increases and Fringe Benefits

	2018	2019	Inc (dec)	%
State Appropriated Salary Increases				
Teaching Faculty	3.00%	0.00%		
Administrative and Professional Staff	3.00%	0.00%		
Classified Employees	3.00%	0.00%		
VMI Foundation Funded Benefits				
Teaching/Admin Faculty salary supplements	4.0%	4.0%		
Mortgage subsidies (max of \$1,500/year; must be employed prior to 1 Jan 2010)	2.5%	2.5%		
State Fringe Benefit Rates				
Virginia Retirement System (VRS)	14.15%	14.14%		
Optional Retirement System (ORP)-Before 7/1/2010	10.40%	10.40%		
Optional Retirement System (ORP)-After 6/30/2010	8.50%	8.50%		
Retiree Health Credit	1.18%	1.17%		
Social Security Rate	7.65%	7.65%		
Group Life Insurance	1.31%	1.31%		
Total for VRS Employee	24.29%	24.27%		
Total for ORP Employee-Before 7/1/2010	20.54%	20.53%		
Total for ORP Employee-After 6/30/2010	18.64%	18.63%		
Health Insurance (Employer share)				
Single	7,764	8,292	528	6.8%
Family	20,388	21,792	1,404	6.9%
Employee plus one	13,908	14,868	960	6.9%

Notes:

1. There are no planned State initiated salary increases for FY 2019.
2. The FY 2019 and FY 2018 Budgets include provision for salary increases to selected employees due to added responsibilities, promotions, merit, and/or market/benchmark adjustments.
3. The VMI Foundation salary supplement is paid to all full-time teaching faculty and to certain administrative/professional faculty at 4% and 3.33% of their base State salary, respectively. Beginning FY 2016, this salary supplement was added to most all administrative/professional employee base State salaries and no longer funded by the VMI Foundation.
4. The VMI Foundation funded mortgage subsidy is available to full-time teaching faculty and administrative/professional faculty members who were employed prior to 1 January 2010; the Program was discontinued for employees hired after that date as a cost savings measure.

State Funds

State Funds

Overview of Section

This section provides the details of the State Funds Budget including notes explaining significant variances between the current and the proposed budget. The following budget summaries and schedules are provided:

- ***Budget Highlights***—Provides significant notes and assumptions underlying the State Funds Budget.
- ***General Funds***—Describes the amount and categories of State general funds appropriated by program.
- ***Cadet Tuition, Fees and Other Income***—Describes the amounts and categories of cadet tuition, fees, and other income by program.
- ***E&G Expenditure Summary***—Summarizes the budget for each E&G subprogram and its percentage of the total E&G budget with comparison to the prior year budget.
- ***E&G Budget—Summary of Revenue and Expenditure Changes***—Summarizes and describes the major factors and changes in revenues and expenditures that impacted the budget.
- ***Auxiliary Budget-- Summary of Revenue and Expenditure Changes***—Summarizes and describes the major factors and changes in revenues and expenditures that impacted the budget.
- ***State Expenditures***—Describes the budgeted expenditures for each major program (E&G Program, Auxiliary Enterprises Program, and Unique Military Activities Program); provides budgets by department or activity including the number of full-time employees.

State Funds Budget Highlights

Educational and General (E&G) Program

1. E&G budgeted revenues and support (before deduction for tuition revenue used for cadet financial aid) total \$43.1 million for an increase of \$453,000 or 1.1% over FY 2018.
2. State general funds are budgeted at \$10.4 million for an increase of \$583,000 or 5.9% compared to FY 2018. This increase primarily reflects funding for the State's share of the FY 2018 3% increase in employee salaries and the State's share of a 6.9% increase in employer health insurance premiums. In addition, the proposed budget provides approximately \$270,000 in new State funding to support achievement of 100% base adequacy funding.
3. Cadet tuition/other revenue is budgeted at \$32.7 million, about the same as in FY 2018. This generally reflects the increase in tuition rates offset by decreased enrollment, and a projected continuing decrease in total NVA cadets.
4. Cadet tuition revenue allocated for cadet financial aid is budgeted at \$4.0 million, \$250,000 less than in FY 2018. The funding mostly reflects efforts to meet financial need of NVA cadets and limited increases in other funding for cadet financial assistance.
5. The percentage of cadet tuition/other revenue allocated for cadet financial aid will total 12.2% compared to 13.0% in FY 2018.

Note: VMI continues to review and make changes as appropriate to its cadet financial aid program to bring it to sustainable levels. This includes decreasing the percentage of a NVA cadet financial aid "need" that VMI will cover with financial aid grants from 80% to 70% which began in FY 2015. It also includes on-going consideration of reducing NVA cadet enrollment and increasing VA cadet enrollment while maintaining a target average enrollment for the year of 1,625 cadets. Any significant shift to more VA cadets will require significant increases in VA cadet tuition rates to help offset the loss of NVA cadet tuition (a NVA cadet tuition is \$26,844 greater or 3.9 times more than a VA cadet tuition in FY 2019).

6. E&G budgeted revenues and support after deducting cadet financial aid totals \$39.1 million for an increase of \$703,000 or 1.8% over FY 2018.
7. E&G personal services costs are budgeted to total \$35.3 million (before recoveries) for a net increase of \$900,000 or 2.6% over FY 2018. The net increase consists mostly of the following:
 - 6.9% employer health insurance cost increase

- One new teaching faculty position in Computer and Information Sciences and one new faculty position in Applied Math. One buy-back position in History from Local Funds.
8. E&G non-personal services costs (excluding contingencies) are budgeted to total \$10.3 million, versus \$10.2 million in FY 2018.
 9. Indirect costs recovered from the Auxiliary Enterprises and the Unique Military Activities Programs are budgeted to be \$7.2 million for an increase of \$348,000 or 5.1% over FY 2018.
 10. E&G Contingencies are budgeted at \$750,000, about the same as FY 2018. This budget represents about 1.7% of total E&G expenditures including cadet financial aid.

Auxiliary Enterprises Program

11. Auxiliary Enterprise revenues and support are budgeted to total \$23.0 million for an increase of \$610,000 or 2.7% over FY 2018. The increase mostly reflects an overall 2.5% increase in Auxiliary Fees. In addition to Room and Board fees, the primary components of this increase is a \$100 (3%) increase in the Athletic fee, and an \$36 (1.6%) increase in the cadet facilities/activities fee.
12. Room and Board fees will increase 3.0% and 2.5% respectively to support increasing operations and maintenance costs and to cover State mandated fringe benefit increases.
13. Auxiliary Enterprise personal services costs are projected to total \$4.8 million or about \$600,000 or 14.3% more than FY 2018.
14. Auxiliary non-personal services are projected to total \$10.1 million, a decrease of \$100,000 or 1.0% from FY 2018. This decrease is primarily attributed to reduced cadet meal costs due to lower projected enrollments.
15. The Auxiliary Enterprises Program share of indirect costs (payable to the E&G Program for administration and facilities support) is projected to total \$4.1 million for an increase of \$235,000 or 6.1% over FY 2018.
16. Auxiliary contingencies are budgeted for \$1,000,000 the same as in the FY 2018 budget.
17. Small non-capital repairs and improvements to facilities are budgeted for \$1,000,000; comparable to the \$1,078,000 budgeted in FY 2018.
18. Auxiliary Enterprises debt service is budgeted for \$2.1 million, about the same as in FY 2018.

Note: VMI's three \$4.0 million bond financings through the Virginia College Building Authority (VCBA) began in FY 2014 and continued through FY 2018. The bonds are funding

repairs and improvements to Barracks (turrets, parapets, stoops, hot water/showers, and windows), Cocke Hall pool, Foster Stadium, Moody Hall, McKethan Park, Heat Plant, Richardson Hall, Cameron Hall, Cabell House, and Virginia Museum of the Civil War at New Market.

Debt service on the three VCBA bond financings total about \$886,000 and are being financed with cadet fees.

19. The Auxiliary Fund Balance is projected to total approximately \$15.8 million at the end of FY 2018 and approximately \$15.2 million at the end of FY 2019.
20. State guidelines indicate that the Auxiliary Fund Balance should be about \$10.0 million for FY 2018. VMI's cash flow needs and past experience indicate that a minimum balance of \$8.0 million is considered necessary and prudent. The projected fund balance includes accumulated reserves to fund several construction projects to be completed over the next few years.

Unique Military Activities Program (UMA)

21. UMA revenues and support are budgeted at \$8.6 million, about the same as in FY 2018. The total consists of \$4.2 million in State general funds and \$4.4 million in cadet fees and sales.
22. The funding reflects a UMA fee increase of 3.1% offset by lower projected enrollment. No additional UMA funding was received from the State for FY 2018.
23. UMA personal services expenditures are budgeted for \$2.5 million, about the same as FY 2018. This reflects provision for fringe benefit increases as described in Note #7 offset by savings from vacancies and turnovers.
24. UMA nonpersonal services costs are budgeted for \$6.1 million, about the same as in FY 2018. These costs consist mostly of cadet uniform purchases, (\$1.4 million), cadet uniform maintenance and other support services (Laundry, Tailor shop, Military Store, Hospital, Regimental Band, and Armory).
25. The UMA Program's share of indirect costs (payable to the E&G Program for administration and facilities support) are budgeted for \$1.57 million, about the same as in FY 2018. This represents continued efforts to achieve full indirect cost recovery from the UMA program; however, due to a lack of new State funds in past years, the UMA program has not fully paid its share of indirect costs.

**State Funds
General Funds**

	2018	2019	Inc (Dec)	%
<i>State General Funds--Operating</i>				
<i>Educational and General Program</i>				
State Appropriation--VMI	9,974,000	10,265,000	291,000	2.9%
State funding reduction	(543,000)	-	543,000	
State Central Allocation	401,000	150,000	(251,000)	-62.6%
Total	9,832,000	10,415,000	583,000	5.9%
<i>Unique Military Activities</i>				
State Appropriation--VMI	4,210,058	4,210,058	-	0.0%
New Funding ("anticipated")	-	-	-	
Total	4,210,058	4,210,058	-	0.0%
<i>Cadet Financial Assistance</i>				
State Appropriation--VMI	1,016,000	1,048,000	32,000	3.1%
Total General Funds--Operating	15,058,058	15,673,058	615,000	4.1%
<i>Other State Appropriations--Capital*</i>				
Equipment Trust Fund (ETF)	886,000	886,000	-	0.0%
Maintenance Reserve Program	1,338,000	1,715,000	377,000	28.2%
Total	2,224,000	2,601,000	377,000	17.0%
Total All	17,282,058	18,274,058	992,000	5.7%

* These appropriations are excluded from the Operating Budget because they are considered part of the "capital budget" and variations in annual funding can be significant.

State Funds

State General Funds Notes

Educational and General Program

The State general funds budget increase of \$583,000 or 5.9% consists primarily of \$270,000 in new general funds to achieve 100% of SCHEV base adequacy guidelines and \$313,000 in central appropriations to cover the State's share of salary and benefit cost increases.

Unique Military Activities

State general funds are budgeted to remain the same as in FY 2018.

VMI has continuously submitted budget requests to the State for more support of the UMA Program to bring it to a level more consistent with the recommendations of the State Council of Higher Education (SCHEV) in 1985 when the program was established.

Cadet Financial Assistance

State general funds for cadet financial assistance is limited to in-state cadets with demonstrated need. The general funds budget increased by \$32,000 over FY 2018. These funds are intended to help make education more affordable and accessible for in-state students.

Other Appropriations

Equipment Trust Fund allocations to institutions are based on formulas that take into account the number of students and the age and quantity of equipment in inventory. Maintenance Reserve Program allocations are also based on formulas that take into account the age and replacement cost of the facilities (the formula indicates VMI's annual maintenance reserve need to be over \$4.5 million). The State continues to under-fund this program for all institutions due to lack of revenues and other priorities.

State Funds

Cadet Tuition, Fees and Other Income

	Budget 2018	Budget 2019	Inc (Dec)	%
<i>E&G Program</i>				
<i>Tuition--Regular Session</i>				
Gross tuition--current year	31,089,000	31,187,000	98,000	0.3%
Less: refunds	(314,000)	(316,000)	(2,000)	0.6%
Net potential	30,775,000	30,871,000	96,000	0.3%
Less: uncollected	(150,000)	(150,000)	-	0.0%
Net tuition	30,625,000	30,721,000	96,000	0.3%
<i>Tuition--Collection of Prior Years</i>	75,000	75,000	-	0.0%
<i>Tuition--Summer Session</i>				
First Term	561,000	474,000	(87,000)	-15.5%
Second Term	449,000	460,000	11,000	2.4%
STP	489,000	370,000	(119,000)	-24.3%
Foreign Study	333,000	300,000	(33,000)	-9.9%
Total Summer	1,832,000	1,604,000	(228,000)	-12.4%
Total tuition	32,532,000	32,400,000	(132,000)	-0.4%
<i>Student Fees</i>				
Application fees	70,000	70,000	-	0.0%
Forfeited deposits	12,000	12,000	-	0.0%
Late fees	47,000	49,000	2,000	4.3%
Total fees	129,000	131,000	2,000	1.6%
<i>Other Income</i>				
Interest on notes--Cadets	14,000	14,000	-	0.0%
Transcripts	15,000	15,000	-	0.0%
Energy Demand	35,000	35,000	-	
Miscellaneous	60,000	60,000	-	0.0%
Total other	124,000	124,000	-	0.0%
<i>Indirect Costs & Admin Fees</i>				
Indirect Costs--grants/contracts	20,000	20,000	-	0.0%
Total indirects	20,000	20,000	-	0.0%

	Budget 2018	Budget 2019	Inc (Dec)	%
<i>Prior Year Expenses Reimbursed</i>	10,000	10,000	-	0.0%
Subtotal	32,815,000	32,685,000	(130,000)	-0.4%
<i>Transfer to Cadet Financial Aid</i>	(4,250,000)	(4,000,000)	250,000	-5.9%
Total E&G Program	28,565,000	28,685,000	120,000	0.4%
<i>Auxiliary Program</i>				
<i>Cadet Fees--Regular Session</i>				
Gross fees--current year	27,049,000	26,847,000	(202,000)	-0.7%
Less: refunds	(219,000)	(217,000)	2,000	-0.9%
Net potential	26,830,000	26,630,000	(200,000)	-0.7%
Less: uncollected	-	-	-	
Net collections	26,830,000	26,630,000	(200,000)	-0.7%
Transfer fees to Athletics Program	(5,617,000)	(5,597,000)	20,000	-0.4%
Net cadet fees	21,213,000	21,033,000	(180,000)	-0.8%
<i>Food Service</i>				
Cadet fees--summer session	283,000	290,000	7,000	2.5%
Commission revenue-ARA	92,000	96,000	4,000	4.3%
Total food service	375,000	386,000	11,000	2.9%
<i>Barracks</i>				
Cadet fees--summer session	231,000	239,000	8,000	3.5%
Rents--summer camps/others	25,000	25,000	-	0.0%
Total Barracks	256,000	264,000	8,000	3.1%
<i>Military Store/Other Sales</i>	21,000	21,000	-	0.0%
<i>Medical/Other--Cadet fees (summer)</i>	59,000	61,000	2,000	3.4%
<i>Parking Fees and Fines</i>	40,000	40,000	-	0.0%
Total cadet fees/sales	21,964,000	21,805,000	(159,000)	-0.7%

	Budget 2018	Budget 2019	Inc (Dec)	%
<i>Other Income</i>				
Rents--Post Housing	369,000	376,000	7,000	1.9%
Rents-Cameron Hall	2,000	2,000	-	0.0%
Interest earned on Reserves	67,000	200,000	133,000	198.5%
Miscellaneous	33,000	33,000	-	0.0%
Total Other	471,000	611,000	140,000	29.7%
Subtotal	22,435,000	22,416,000	(19,000)	-0.1%
Add: Transfer in from Reserves	-	629,000	629,000	100.0%
Total AUX Program	22,435,000	23,045,000	610,000	2.7%

Unique Military Activities

Cadet Fees

Gross fees--current year	4,417,000	4,401,000	(16,000)	-0.4%
Less: refunds	(42,000)	(42,000)	-	0.0%
Net potential	4,375,000	4,359,000	(16,000)	-0.4%
Less: uncollected				
Net cadet fees	4,375,000	4,359,000	(16,000)	-0.4%

Sales and Other Income

Military Store Sales	64,000	65,000	1,000	1.6%
Total UMA	4,439,000	4,424,000	(15,000)	-0.3%

State Funds

Cadet Tuition, Fees and Other Income Notes

E&G Program

Tuition Revenue—Regular Session

Regular session tuition revenue before refunds is budgeted to increase \$98,000 or 0.3% and is attributed to tuition increases of 4.5% for both in-state and out-of-state cadets, offset by a projected enrollment decrease of 53 cadets, along with a slight increase in the percentage of in-state cadets in the Corps.

Uncollected Tuition and Fees

Uncollected tuition and fees are based on VMI's past collection experience. VMI cadets are not permitted to return unless they have paid outstanding debts from the previous semester. VMI has written off as uncollectible an average of only about \$20,500 a year for the last 10 years.

Write-Off of Uncollectible Accounts

VMI Board policy authorizes the Superintendent to write-off uncollectible accounts up to \$2,500 and requires Board approval for accounts over \$2,500. VMI currently has one account greater than \$2,500 that is proposed for write-off by the Board. This account totals \$6,350 and is from a former cadet who resigned. VMI has expended considerable effort to collect this account including sending it to the Office of the Attorney General for assistance in collection. It is now deemed uncollectible and should be written off. However, VMI will continue to hold official transcripts until full payment is received from this cadet. The Board's approval of the FY 2019 budget includes approval to write-off this account.

The Superintendent is expected to approve the write-off of two former cadet accounts during FY 2019 that are under \$2,500 each and that total \$1,635.

Tuition Revenue—Summer Session

Summer session tuition revenue is budgeted to decrease \$228,000 or 12.4%. It reflects an average tuition increase of about 1.5%, a decrease in budgeted enrollment to bring it closer to actual enrollment in summer 2017, and a reduction in the number of study abroad programs.

Transfer to Cadet Financial Aid

Tuition revenue used to fund cadet financial aid is budgeted at \$4.0 million, \$250,000 less than FY 2018. The actual cost for FY 2018 was about \$3.7 million.

VMI's Admissions and Financial Aid Task Force meets regularly to review and monitor VMI's financial aid policies. Beginning with new out-of-state cadets in FY 2015, it revised VMI's financial aid policy by bringing grants and loans from 80% to 70% of demonstrated need (as determined by federal guidelines). This is providing some savings in financial aid costs but requires monitoring to ensure that the savings are not more than offset by the loss of tuition revenue from a smaller enrollment of out-of-state cadets. VMI's policy for in-state cadets of providing grants and loans equal to 100% of demonstrated need remains the same. See the Cadet Financial Assistance budget in Local Funds for more information.

Auxiliary Program

Cadet Fee Revenue--Regular Session

Regular session cadet fee revenue before refunds is budgeted to decrease \$200,000 or 0.7%. This reflects an increase of \$414 or 2.6% in total cadet auxiliary fees consisting of room, board, athletic, medical, cadet activities/facilities, debt service, laundry/dry cleaning, and haircuts, offset by a projected enrollment decrease.

Athletic fee revenue is transferred to the Intercollegiate Athletics Program which operates as a Local auxiliary activity. The decrease in fees transferred to the Athletics Program reflects the \$100 or 3% increase in the Athletic Fee, offset by a projected enrollment decrease.

Cadet Fee Revenue—Summer Session

The summer session food service and Barracks cadet fee revenue budgets consist of fee increases of about 1.5%, respectively, offset by a decrease in budgeted cadet enrollment to bring it closer to actual summer 2017.

Rents on Housing

Rent revenue budgeted for VMI Post Housing reflects the anticipated vacancy of certain units while improvements are made to the housing during the year.

No rent increase is budgeted; however, it is VMI policy to charge the current fair market rental rate for new occupants. The Board's approval of the FY 2019 Budget authorizes the Superintendent to approve a rent increase at any time during the fiscal year as deemed appropriate.

Approval for Officials Required to Live on Post

In accordance with the Housing Policy Regulation, dated 17 November 2017, and previous exceptions granted by the Superintendent, the following 11 officials are required to live on Post: Superintendent, Director of Finance, Administration, and Support, Deputy Superintendent for Academics and Dean of the Faculty, Commandant, Chief of Staff, Deputy Commandant, Director of Intercollegiate Athletics, Chaplain, Institute Sergeant Major to the Corps, Head Football Coach, and Head Basketball Coach,. Exceptions to this policy may be approved by the Superintendent.

Interest on Reserves

Interest income is paid by the State on VMI's Auxiliary cash balance (fund balance) which is required to be maintained with the State Treasury. The budget is adjusted to more closely reflect recent rates and projected cash balances.

Transfer in from Reserves

The transfer in from Auxiliary Fund Balance (or reserves) totals \$629,000 for FY 2019 and is needed to help fund small capital project improvements and repairs.

VMI's Auxiliary Fund Balance is projected to approximate \$16.0 million at 30 June 2018 and \$15.0 million at 30 June 2019. Based on past experience for working capital needs, VMI's minimum target for the fund balance is between \$9.0 million and \$10.0 million. The planned Post Infrastructure Improvements capital project will require matching funds to be provided either through the Auxiliary fund balance, new debt, or a combination, and other smaller auxiliary capital projects will be funded by fund balance and future fee revenues.

Unique Military Activities Program

Cadet Fee Revenue

Cadet fee revenue before refunds are budgeted to decrease \$16,000 or 0.4%. This reflects an increase of 3.1% in the cadet UMA fee offset by a projected enrollment decrease. The cadet UMA fee totals \$2,690 for FY 2019 and mostly funds cadet uniforms and maintenance.

Sales and Other Income

Military Store sales consist of cadet purchases of additional uniform items beyond the standard uniform issue provided to all cadets.

**State Funds
E&G Expenditure Summary**

Subprogram	2018	%	2019	%	Inc (Dec)	%
Instruction	18,889,000	49.2%	19,533,000	50.0%	644,000	3.4%
Public Service	110,000	0.3%	110,000	0.3%	-	0.0%
Academic Support	6,320,000	16.5%	6,666,000	17.0%	346,000	5.5%
Cadet Services	3,089,000	8.0%	3,071,000	7.9%	(18,000)	-0.6%
Institutional Support	4,126,000	10.7%	4,014,000	10.3%	(112,000)	-2.7%
Physical Plant	5,863,000	15.3%	5,706,000	14.6%	(157,000)	-2.7%
Total E&G Program	38,397,000	100.0%	39,100,000	100.0%	703,000	1.8%

Notes:

- 1. The percentage of E&G Program funds allocated for Instruction, Academic Support and Cadet Services totals 75.0% in 2019, up slightly from 74% in 2018.*
- 2. The increase in Instruction costs primarily reflects the addition of full-time teaching faculty positions (see Total Employment schedule in the Significant Assumptions section of the Budget) faculty salary increases and mandatory increases in health insurance premiums.*
- 3. The increase in Academic Support is largely attributed to the overlap of the Academic Dean as the search for a replacement is in process and salary/benefit increases.*

E&G Program

Revenue and Expenditure Budget Changes

FY 2019 Compared to FY 2018

Revenue Increase (Decrease)

General Funds

New GF appropriation to attain 100% Base Adequacy	270,000	
Adjust estimated FY 2018 budgeted central appropriations to actual	162,000	
State share of FY 2019 salary and fringe benefit increases	<u>151,000</u>	
Total General Funds		583,000

Cadet Tuition/Other Income

Tuition rate increase for in-state cadets (4.5%)	409,000	
Tuition rate increase for out-of-state cadets (4.5%)	940,000	
Net enrollment decrease for in-state cadets	(229,000)	
Net enrollment decrease for out-of-state cadets	(1,022,000)	
Summer Sessions	(195,000)	
Reduction in Foreign Study Programs	(33,000)	
Add decrease in tuition allocated for Cadet Financial Aid	<u>250,000</u>	
Total Cadet Tuition/Other Income		<u>120,000</u>

Total Revenue Increase (Decrease)

703,000

Expenditures Increase (Decrease)

Personal Services:

VMI Faculty/Staff-initiated salary increases	521,000	
State-mandated employer health insurance rate increase (6.9%)	284,000	
Addition of five new full-time positions	268,000	
Budgeted Transfers to Auxiliary Program	(467,000)	
Net other adjustments (mostly employee turnover savings)	<u>(58,000)</u>	
Total Personal Services		548,000

Non-Personal Services:

Increase in facilities maintenance	19,000	
QEP Implementation	19,500	
Change in fees charged by State (eVA, Cardinal, debt)	(16,000)	
IPC Policy Group Requests	150,000	
Decrease Foreign Study programs	(23,000)	
Net other budget adjustments	<u>5,500</u>	
Total Non-Personal Services		<u>155,000</u>

Total Expenditures Increase (Decrease)

703,000

Auxiliary Enterprises Budget Revenue and Expenditure Budget Changes FY 2019 Compared to FY 2018

Revenue Increase (Decrease)

Cadet fees revenue--rate increase (\$414 per cadet or 2.6%)	690,000	
Cadet fees revenue--enrollment decrease	(890,000)	
Add athletic fee portion of rate and enrollment changes	20,000	
Increase in Summer Session revenues	21,000	
Increase interest income on Auxiliary cash balances paid by State	133,000	
Increase in employee housing rental income	7,000	
Increase in use of Auxiliary Fund Balance	629,000	
Total Revenue Increase (Decrease)		610,000

Expenditures Increase (Decrease)

Personal Services

State-mandated employer health insurance rate increase (6.9%)	45,000	
Addition of three new full-time positions	144,000	
Budgeted transfers from E&G Program	467,000	
Increase in wage budgets	23,000	
Other Salary/Recovery Adjustments	(62,000)	
Total Personal Services		617,000

Nonpersonal Services

Food Service--cadet meals (3.0% rate increase, lower enrollment)	(262,000)	
Increase cadet accident insurance	50,000	
Increase in indirect costs payable to E&G Program	235,000	
Increase small maintenance projects	(78,000)	
Net change in debt service costs	6,000	
Contingencies	18,000	
Net other budget adjustments	24,000	
Total Nonpersonal Services		(7,000)

Total Expenditures Increase (Decrease)		610,000
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State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	2019 Total	2018 Total	Inc (Dec)	%	Notes
<i>Instruction</i>														
Biology	11	658,196	309,222	967,418	16,000	1,500	5,785	800	-	991,503	979,602	11,901	1.2%	
Chemistry	10	606,034	289,303	895,337	15,584	2,000	6,000	500	-	919,421	878,203	41,218	4.7%	
Physics/Astronomy	8	498,327	221,905	720,232	5,000	2,600	3,637	-	-	731,469	713,258	18,211	2.6%	
Civil Engineering	13	937,246	397,831	1,335,077	7,000	-	490	-	400	1,342,967	1,329,234	13,733	1.0%	
Mechanical Engineering	10	889,936	347,545	1,237,481	12,000	1,552	7,000	500	-	1,258,533	1,218,041	40,492	3.3%	
Electrical Engineering	9	681,447	265,843	947,290	4,000	-	1,462	1,000	200	953,952	1,003,336	(49,384)	-4.9%	
Applied Mathematics	14	839,059	397,159	1,236,218	1,500	5,000	14,519	500	-	1,257,737	1,045,120	212,617	20.3%	1
Computer Info Science	8	571,637	251,180	822,817	1,500	1,500	5,000	2,500	-	833,317	685,088	148,229	21.6%	2
English, Rhetoric, Hmn St	16	885,251	454,863	1,340,114	2,000	-	4,154	-	-	1,346,268	1,329,199	17,069	1.3%	
History	14	938,042	410,347	1,348,389	1,200	1,300	1,295	-	500	1,352,684	1,250,920	101,764	8.1%	3
Internat'l Studies	8	478,914	199,903	678,817	2,924	1,000	3,000	-	-	685,741	752,402	(66,661)	-8.9%	4
Economics	14	1,193,676	485,577	1,679,253	-	-	6,669	-	-	1,685,922	1,683,248	2,674	0.2%	
Modern Language	11	690,401	321,990	1,012,391	3,500	4,500	6,706	2,500	1,000	1,030,597	962,254	68,343	7.1%	
Psychology	10	575,229	306,127	881,356	4,000	3,500	7,716	-	-	896,572	870,362	26,210	3.0%	
Physical Education	8	495,617	253,421	749,038	5,541	500	3,500	700	-	759,279	708,396	50,883	7.2%	
ROTC - Army	4	165,561	52,081	217,642	800	3,000	6,010	-	-	227,452	223,386	4,066	1.8%	
ROTC - Navy	1	28,646	29,224	57,870	500	-	3,701	-	-	62,071	60,587	1,484	2.4%	
ROTC - Air Force	1	33,264	16,365	49,629	3,669	200	500	-	-	53,998	53,373	625	1.2%	

State Funds
E&G Expenditures

Department	FTE	Salaries & Wages		Fringe Benefits	Salaries & Fringes		Supplies	Travel	Contract			2019 Total	2018 Total	Inc (Dec)	%	Notes
										Services	Equip					
ROTC - Army FTX		-	-	-	-	200	920	500	-	500	-	500	4,120	(2,000)	-18.5%	
ROTC - Navy FTX		-	-	-	-	500	3,900	2,000	-	-	-	6,400	6,400	-	0.0%	
ROTC - AF FTX		-	-	-	-	4,500	3,800	3,000	500	1,000	-	12,800	12,800	-	0.0%	
Writing Center		22,831	1,747	24,578	-	-	-	-	-	-	-	24,578	24,518	60	0.2%	
MERC	1	42,024	29,621	71,645	2,000	1,580	-	-	1,000	-	-	76,225	74,704	1,521	2.0%	
Undergrad Research		19,630	3,148	22,778	2,000	1,160	500	-	-	-	-	26,438	26,923	(485)	-1.8%	
Teacher Education		19,226	1,471	20,697	-	-	-	-	-	-	-	20,697	20,646	51	0.2%	
Elect Maint Shop		-	-	-	1,370	-	-	-	-	-	-	1,370	1,370	-	0.0%	
Metal Shop	2	76,441	63,096	139,537	960	-	-	-	-	-	-	140,497	137,474	3,023	2.2%	
PT Faculty-Reg Ses		1,173,953	89,807	1,263,760	-	-	-	-	-	-	-	1,263,760	1,260,692	3,068	0.2%	
PT Faculty-Sum Ses		386,250	29,548	415,798	-	-	-	-	-	-	-	415,798	414,789	1,009	0.2%	
PT Faculty-STP		118,450	9,061	127,511	-	-	-	-	-	-	-	127,511	127,202	309	0.2%	
PT Faculty-Sum FS		75,395	5,768	81,163	-	50,000	151,000	-	4,000	-	-	286,163	310,891	(24,728)	-8.0%	
Equipment Lease		-	-	-	-	-	-	-	88,900	-	-	88,900	88,900	-	0.0%	
Dean's Discretionary		-	-	-	12,000	145,314	50,000	149,000	6,000	-	-	362,314	362,314	-	0.0%	
Dean Faculty Research		-	-	-	20,000	5,000	14,000	1,000	-	-	-	40,000	40,000	-	0.0%	
Dean's Faculty Funds		139,659	33,895	173,554	-	-	-	-	-	-	-	173,554	154,374	19,180	12.4%	
Dean's Software		-	-	-	-	41,300	-	25,000	-	-	-	66,300	66,300	-	0.0%	
Dean's Faculty Travel		-	-	-	-	-	8,100	-	-	-	-	8,100	8,100	-	0.0%	
Total Instruction	173	13,240,342	5,277,048	18,517,390	130,248	437,998	159,372	185,500	102,500	18,888,526	19,533,008	644,482	3.4%			

State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	2019 Total	2018 Total	Inc (Dec)	%	Notes
<i>Public Service</i>														
Museum	1	85,131	23,611	108,742	1,000	-	700	-	-	110,442	109,680	762	0.7%	
Total Public Serv	1	85,131	23,611	108,742	1,000	-	700	-	-	110,442	109,680	762	0.7%	
<i>Academic Support</i>														
Preston Library	13	779,936	333,541	1,113,477	7,000	5,000	171,238	210,000	-	1,506,715	1,422,631	84,084	5.9%	
Info Technology	19	1,258,364	616,828	1,875,192	4,000	15,000	700,500	401,052	1,700	2,997,444	2,948,827	48,617	1.6%	
Dean of Faculty	6	733,162	255,281	988,443	2,000	2,969	4,000	1,000	-	998,412	816,795	181,617	22.2%	5
Inst Research/Analysis	5	310,250	120,520	430,770	6,500	6,500	15,000	16,140	1,500	476,410	464,459	11,951	2.6%	
Internal Programs	2	120,510	31,223	151,733	1,500	6,500	10,660	1,000	2,000	173,393	172,528	865	0.5%	
Sum Sch Adm--Reg	0	128,368	19,135	147,503	-	-	3,027	-	-	150,530	151,504	(974)	-0.6%	
Sum Sch Adm--STP		-	-	-	5,152	-	-	-	-	5,152	5,152	-	0.0%	
Dean-New Fac Uniforms		-	-	-	12,000	-	-	-	-	12,000	-	12,000	100.0%	6
Institute Assessment		21,432	1,640	23,072	20,000	10,400	30,000	-	-	83,472	83,416	56	0.1%	
Program Review		-	-	-	-	3,500	3,500	500	1,650	9,150	9,150	-	0.0%	
SACSCOC Accreditation		68,253	4,992	73,245	1,500	1,000	19,000	-	-	94,745	87,044	7,701	8.8%	7
Inst Writing Program		-	-	-	1,500	2,000	6,000	-	-	9,500	9,500	-	0.0%	
Inst Honors Program		18,325	1,402	19,727	300	300	400	-	-	20,727	20,678	49	0.2%	
VMIRL Support		-	-	-	-	-	55,000	-	-	55,000	55,000	-	0.0%	

State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	2019 Total	2018 Total	Inc (Dec)	%	Notes
Cadet Assist-Instruction		40,431	-	40,431	-	-	-	-	-	40,431	40,332	99	0.2%	
Media Services		-	-	-	1,000	-	3,400	14,000	-	18,400	18,400	-	0.0%	
Moving/Relocation		-	-	-	-	15,000	-	-	-	15,000	15,000	-	0.0%	
Total Acad Supt	46	3,479,031	1,384,562	4,863,593	62,452	68,169	1,021,725	643,692	6,850	6,666,481	6,320,416	346,065	5.5%	
<i>Student Services</i>														
Admissions	12	657,841	297,138	954,979	14,000	30,000	427,000	1,000	2,000	1,428,979	1,433,554	(4,575)	-0.3%	
Financial Aid	4	224,431	133,170	357,601	1,000	2,500	4,500	1,000	-	366,601	372,955	(6,354)	-1.7%	
Registrar	5	261,240	142,510	403,750	11,500	200	10,695	1,500	600	428,245	417,838	10,407	2.5%	
Cadet Counseling	2	153,369	62,072	215,441	2,000	1,000	2,000	1,000	-	221,441	219,080	2,361	1.1%	
Disabilities Services		-	-	-	1,500	500	1,500	-	-	3,500	3,500	-	0.0%	
Miller Academic Center	2	104,225	46,877	151,102	2,500	1,000	4,538	100	-	159,240	159,053	187	0.1%	
Career Services	4	203,831	80,742	284,573	2,800	5,340	6,500	-	-	299,213	311,234	(12,021)	-3.9%	
Commandant Cadet Pgrms	1	41,200	18,291	59,491	-	-	-	-	-	59,491	63,447	(3,956)	-6.2%	
Cadet Assist-Other		92,061	2,110	94,171	-	-	-	-	-	94,171	93,943	228	0.2%	
Orientation		-	-	-	-	-	10,000	-	-	10,000	10,000	-	0.0%	
Enrollment Mgmt		-	-	-	-	-	-	-	-	-	4,000	(4,000)	-100.0%	8
Total Student Serv	30	1,738,198	782,910	2,521,108	35,300	40,540	466,733	4,600	2,600	3,070,881	3,088,604	(17,723)	-0.6%	

State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	2019 Total	2018 Total	Inc (Dec)	%	Notes
<i>Institutional Support</i>														
Board of Visitors		-	-	-	500	14,500	7,000	-	-	22,000	22,000	-	0.0%	
Superintendent	6	552,331	195,100	747,431	1,300	1,000	16,500	1,200	2,000	769,431	739,336	30,095	4.1%	
Chief of Staff		-	-	-	500	4,000	3,500	-	500	8,500	8,500	-	0.0%	
Finance and Admin	5	513,267	176,999	690,266	2,000	6,500	11,600	1,500	5,000	716,866	685,749	31,117	4.5%	
Treasurer	4	327,929	144,263	472,192	700	700	2,500	600	500	477,192	512,553	(35,361)	-6.9%	
Comptroller	11	624,743	274,036	898,779	3,000	2,500	31,240	4,000	100	939,619	941,874	(2,255)	-0.2%	
Human Resources	5	274,638	147,340	421,978	1,200	400	45,989	100	300	469,967	408,896	61,071	14.9%	9
Purchasing	4	206,710	94,080	300,790	500	2,600	4,200	900	800	309,790	318,486	(8,696)	-2.7%	
Communications/Mkt	9	498,539	219,897	718,436	11,000	6,000	82,200	12,000	1,000	830,636	817,176	13,460	1.6%	
Post Security	11	500,682	361,158	861,840	12,000	18,500	18,300	10,000	200	920,840	891,909	28,931	3.2%	
Protocol	2	90,940	52,026	142,966	3,400	-	2,300	-	-	148,666	141,526	7,140	5.0%	
Post Mail	3	110,654	54,467	165,121	7,000	-	158,000	1,000	14,000	345,121	332,790	12,331	3.7%	
Post Transportation	2	64,447	32,705	97,152	70,000	15,500	15,500	10,500	10,000	218,652	224,033	(5,381)	-2.4%	
Legislative Affairs		-	-	-	200	14,800	1,900	-	-	16,900	16,900	-	0.0%	
Title IX		20,600	1,576	22,176	1,000	7,000	21,300	1,000	-	52,476	52,422	54	0.1%	
Institute Planning		-	-	-	500	500	5,500	500	-	7,000	7,000	-	0.0%	
Post Engineer		-	-	-	-	1,000	500	500	-	2,000	-	2,000	100.0%	
Telephone		-	-	-	-	-	100,000	-	-	100,000	126,000	(26,000)	-20.6%	10

State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	2019 Total	2018 Total	Inc (Dec)	%	Notes
Central Dispatch	-	-	-	-	-	-	55,000	-	-	55,000	74,000	(19,000)	-25.7%	11
Duplicating	-	-	-	-	45,000	-	35,000	-	-	80,000	80,000	-	0.0%	
Printer Services	-	-	-	-	-	-	40,000	-	-	40,000	40,000	-	0.0%	
Printing/Publications	-	-	-	-	4,000	1,000	19,100	5,000	-	29,100	29,100	-	0.0%	
Videography	-	-	-	-	-	-	3,200	-	-	3,200	3,200	-	0.0%	
General Insurance	-	-	-	-	-	-	-	-	265,000	265,000	265,000	-	0.0%	
Debt Service Fee	-	-	-	-	-	-	377,190	-	-	377,190	400,470	(23,280)	-5.8%	
State Fees (cVA/Cardinal)	-	-	-	-	-	-	-	-	28,000	28,000	21,000	7,000	33.3%	12
State Fees ("ORP")	-	-	-	-	3,200	-	-	-	-	3,200	3,200	-	0.0%	
Credit Card Discounts	-	-	-	-	-	-	12,000	-	-	12,000	12,000	-	0.0%	
Dues & Memberships	-	-	-	-	-	-	22,172	-	-	22,172	22,172	-	0.0%	
Recruiting	-	-	-	-	-	-	15,000	-	-	15,000	15,000	-	0.0%	
Staff Uniforms	-	-	-	-	15,000	-	-	-	-	15,000	4,500	10,500	233.3%	13
Trash Collection	-	-	-	-	3,000	100	1,500	200	57,200	62,000	52,000	10,000	19.2%	14
Commencement	-	-	-	-	400	500	9,200	-	3,900	14,000	10,000	4,000	40.0%	8
Vacancy Savings/Transfers	-	(405,000)	(175,000)	(580,000)	-	-	-	-	-	(580,000)	(467,000)	(113,000)	24.2%	
Contingencies	-	61,800	12,688	74,488	35,000	35,000	555,500	86,000	38,500	824,488	768,313	56,175	7.3%	15
Salary Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bonuses	-	-	-	-	-	-	-	-	-	-	-	-	-	

State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	2019 Total	2018 Total	Inc (Dec)	%	Notes
Subtotal	61	3,442,280	1,591,335	5,033,615	220,400	132,100	1,672,891	135,000	427,000	7,621,006	7,580,105	40,901	0.5%	
Recoveries-Athletics		(340,000)	(147,000)	(487,000)	(20,000)	(12,000)	(153,000)	(12,000)	(39,000)	(723,000)	(690,000)	(33,000)	4.8%	
Recoveries-Aux		(875,000)	(375,000)	(1,250,000)	(52,000)	(31,000)	(391,000)	(32,000)	(100,000)	(1,856,000)	(1,758,000)	(98,000)	5.6%	
Recoveries -UMA		(447,000)	(192,000)	(639,000)	(27,000)	(16,000)	(200,000)	(16,000)	(51,000)	(949,000)	(928,000)	(21,000)	2.3%	
UMA (Demands)		(74,000)	(5,500)	(79,500)	-	-	-	-	-	(79,500)	(78,000)	(1,500)	1.9%	
Total Recoveries		(1,736,000)	(719,500)	(2,455,500)	(99,000)	(59,000)	(744,000)	(60,000)	(190,000)	(3,607,500)	(3,454,000)	(153,500)	4.4%	16
Total Instit Support	61	1,706,280	871,835	2,578,115	121,400	73,100	928,891	75,000	237,000	4,013,506	4,126,105	(112,599)	-2.7%	
<i>Physical Plant</i>														
Administration	10	644,784	275,675	920,459	4,000	7,100	16,300	600	-	948,459	834,799	113,660	13.6%	17
Construction Office	2	128,436	52,583	181,019	-	-	-	-	-	181,019	179,311	1,708	1.0%	
Bldg Repair/Maint	28	1,021,584	685,470	1,707,054	245,000	1,600	778,200	6,000	4,200	2,742,054	2,712,592	29,462	1.1%	
Custodial Service	18	386,081	222,258	608,339	99,200	-	2,000	1,000	-	710,539	755,813	(45,274)	-6.0%	18
Energy Savings/Demand	0	0	0	-	5,000	-	19,000	500	500	25,000	25,000	-	0.0%	
Grounds Maintenance	11	263,535	224,724	488,259	55,000	500	40,000	28,500	1,000	613,259	594,251	19,008	3.2%	
Heating Plant	3	119,042	95,227	214,269	35,700	1,000	35,000	1,700	100	287,769	314,357	(26,588)	-8.5%	19
Utilities		-	-	-	500,000	-	50,000	-	2,613,750	3,163,750	3,163,750	-	0.0%	
Property Insurance		-	-	-	-	-	-	-	380,500	380,500	380,500	-	0.0%	
Plant Contingencies		-	-	-	30,000	-	79,000	15,000	1,000	125,000	125,000	-	0.0%	
Part-time wages		261,695	20,019	281,714	-	-	-	-	-	281,714	281,197	517	0.2%	

State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	2019 Total	2018 Total	Inc (Dec)	%	Notes
Alumni Hall Maint	2	41,362	27,103	68,465	6,400	-	-	-	-	74,865	72,201	2,664	3.7%	
Special Projects		72,109	5,516	77,625	3,000	4,000	19,300	4,000	4,000	111,925	107,437	4,488	4.2%	
Vacancy Savings/Transfers		(218,000)	(94,000)	(312,000)						(312,000)	(250,000)	(62,000)	24.8%	
Subtotal	73	2,720,628	1,514,575	4,235,203	983,300	14,200	1,038,800	57,300	3,005,050	9,333,853	9,296,208	37,645	0.4%	
Recoveries-UMA Kil/Par					(62,500)	-	(60,000)	-	(100,000)	(222,500)	(220,000)	(2,500)	1.1%	
Recoveries-UMA		(102,000)	(44,000)	(146,000)	(33,000)	-	(35,000)	(2,000)	(100,000)	(316,000)	(309,000)	(7,000)	2.3%	
Recoveries-Athletics		(280,000)	(121,000)	(401,000)	(90,000)	(1,000)	(95,000)	(5,000)	(274,000)	(866,000)	(818,000)	(48,000)	5.9%	
Recoveries-Utilities					-	-	-	-	-	-	-	-		
Recoveries-Aux		(720,000)	(310,000)	(1,030,000)	(230,000)	(3,000)	(243,000)	(13,000)	(704,000)	(2,223,000)	(2,086,000)	(137,000)	6.6%	
Total Recoveries	73	(1,102,000)	(475,000)	(1,577,000)	(415,500)	(4,000)	(433,000)	(20,000)	(1,178,000)	(3,627,500)	(3,433,000)	(194,500)	5.7%	16
Total Physical Plant	73	1,618,628	1,039,575	2,658,203	567,800	10,200	605,800	37,300	1,827,050	5,706,353	5,863,208	(156,855)	-2.7%	
E&G Summary														
Before recoveries	385	24,705,610	10,574,041	35,279,651	1,432,700	414,381	4,638,847	1,026,092	3,544,000	46,335,671	45,283,539	1,052,132	2.3%	
Recoveries		(2,838,000)	(1,194,500)	(4,032,500)	(514,500)	(63,000)	(1,177,000)	(80,000)	(1,368,000)	(7,235,000)	(6,887,000)	(348,000)	5.1%	16
Total E&G	385	21,867,610	9,379,541	31,247,151	918,200	351,381	3,461,847	946,092	2,176,000	39,100,671	38,396,539	704,132	1.8%	

State Funds

E&G Expenditure Notes

Note: The Budgets for all departments with personal services include a 6.9% increase in employer health insurance premiums. Instructional Faculty in most departments received salary increases as part of an on-going effort to bring VMI faculty salaries more in-line with State averages.

1. The Applied Mathematics increase reflects the addition of one new faculty position as part of the SACSCOC Quality Enhancement Plan (QEP) and salary and fringe benefit adjustments for existing faculty.
2. The Computer and Information Sciences (CIS) budget increase reflects salary adjustments, fringe benefit cost increases and the addition of one new teaching position in FY 2019 as part of the Institute's ongoing Right Sizing initiative and the establishment of CIS as a stand-alone department.
3. The History department increase reflects the buy-back of a position previously fully funded from Jackson-Hope and faculty salary adjustments.
4. The International Studies decrease reflects the transfer of funding for one position to the Jackson-Hope Distinguished Professor program.
5. The Dean of Faculty increase accommodates the hiring of a new Dean and the continued employment of the current Dean in a different academic role.
6. The Dean – New Faculty Uniform expense is budgeted this year to cover the cost of the initial uniform issue for new hires. Previously this expense was budgeted and paid from other Dean's Office accounts.
7. The SACSCOC Accreditation budget increase is for contracted services related to the implementation of the QEP.
8. The Enrollment Management budget was moved to the Commencement budget in Institutional Support to align with actual expenditure of funds.
9. The Human Resource increase reflects targeted salary adjustments for employee retention and increased costs of contract services for retirement plan management.
10. The Telephone reduction is based on three- year actual expenditure averages and reflects increased use of technology to achieve cost savings.
11. Central Dispatch contract services reduced to reflect actual expenditure history.

12. The State Fees charges are determined by the State and based on transactions processed through their systems (EVA, Cardinal, PMIS, and Performance Budgeting).
13. Staff Uniforms increase brings budget in line with actual expenditures incurred to outfit new staff with their initial uniform allotment.
14. The Trash collection increase is an unavoidable increase based on actual expenditure costs charged by the City of Lexington for this service, primarily related to increased landfill fees.
15. Contingencies are generally budgeted to mitigate revenue shortfalls and provide for emergencies and other unforeseen costs. The E&G Contingency budget totals \$824,000 in FY 2019, an increase of \$56,000 from FY 2018. VMI also budgets for contingencies in its Auxiliary Enterprises Program (\$1,000,000), Unique Military Activities Program (\$35,000), and Local Unrestricted Funds Budget (\$125,000) bringing total contingency budgets to about \$2.0 million, compared to \$1.9 million in FY 2018.
16. Recoveries represent the “cost sharing” of indirect costs (institutional support and physical plant costs incurred by the E&G Program) by the Auxiliary and UMA Programs to the E&G Program as required by the State. The FY 2019 recoveries or indirect costs budgets reflect a total increase of \$348,000 or 5.1% over FY 2018. The amount of the recovery is based on a State-mandated biennial cost study conducted by VMI and certified to the State Comptroller to determine the appropriate indirect cost rate for use each biennium.
17. The Physical Plant Administration increase reflects full E&G funding for a position to assist with project management. In addition, the Certified Energy Manager position was moved from Heating Plant to Physical Plant Administration (note 19).
18. The decrease in Custodial Service is due to turnover of staff and fringe benefit selections.
19. The decrease in Heating Plant is due to the transfer of the Certified Energy Manager position to Physical Plant Administration.

State Funds
Auxiliary Expenditures

Department	FTE	Salary & Wages	Fringe Benefits	Less: Uma	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	2019 Total	2018 Total	Inc (Dec)	Notes	
Food Service		-	-	-	-	200	-	6,586,800	-	2,000	6,589,000	6,851,000	(262,000)	-3.8%	1
Food Service Maint	1	28,000	22,144	-	50,144	37,000	-	102,000	-	40,000	229,144	228,663	481	0.2%	
Barracks Maintenance	18	476,837	309,687	-	786,524	170,000	-	212,000	82,000	-	1,250,524	1,245,354	5,170	0.4%	
Barracks Utilities		-	-	-	-	-	-	15,500	-	384,500	400,000	400,000	-	0.0%	
Barracks Network	3	141,318	70,605	-	211,923	-	-	65,000	8,000	3,000	287,923	283,636	4,287	1.5%	
Military Store	9	302,637	189,091	(467,141)	24,587	12,500	2,000	500	-	3,000	42,587	41,599	988	2.4%	
Tailor Shop	11	310,229	215,837	(526,066)	-	-	-	-	-	-	-	-	-	-	2
Laundry/Pressing	29	646,749	516,834	(872,687)	290,896	19,000	-	1,000	3,000	20,000	333,896	330,218	3,678	1.1%	3
Barber Shop	2	237,806	38,146	-	275,952	11,000	-	3,000	1,000	6,000	296,952	296,773	179	0.1%	
Student Health	13	642,104	353,483	(741,712)	253,875	8,000	4,200	3,150	200	2,800	272,225	263,204	9,021	3.4%	4
Cadet Insurance		-	-	-	-	-	-	-	-	483,000	483,000	433,000	50,000	11.5%	5
Student Union	3	204,769	74,512	-	279,281	7,000	4,000	10,000	23,500	2,000	325,781	327,623	(1,842)	-0.6%	
Cadet Programs		181,906	13,916	-	195,822	120,000	152,000	165,000	42,000	8,000	682,822	682,347	475	0.1%	
Career Services		-	-	-	-	1,000	-	-	-	-	1,000	1,000	-	0.0%	
Cadet Counseling	2	109,142	38,764	-	147,906	20,600	2,000	18,000	2,000	2,000	192,506	190,758	1,748	0.9%	6
Corps Trips		-	-	-	-	-	110,000	-	-	-	110,000	110,000	-	0.0%	
Glee Club		22,527	1,723	-	24,250	1,000	8,000	1,000	-	-	34,250	34,191	59	0.2%	
Academic Clubs		-	-	-	-	400	2,500	3,050	-	-	5,950	5,950	-	0.0%	

State Funds
Auxiliary Expenditures

Department	FTE	Salary & Wages	Fringe Benefits	Less: Uma	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	2019 Total	2018 Total	Inc (Dec)	Notes
Honor Court		31,930	2,443	-	34,373	200	-	2,800	2,000	-	39,373	38,914	459	1.2%
Inspector General	1	89,550	17,163	-	106,713	-	-	-	-	-	106,713	104,098	2,615	2.5%
Parents Council		-	-	-	-	750	250	5,500	-	-	6,500	6,500	-	0.0%
Post Housing-Maint	5	191,325	122,083	-	313,408	25,000	-	156,000	9,000	2,000	505,408	428,492	76,916	18.0%
Post Housing-Utilities		-	-	-	-	-	-	-	-	102,000	102,000	102,000	-	0.0%
Cameron Hall-Oper	1	31,659	14,270	-	45,929	1,000	-	18,000	6,000	3,000	73,929	72,416	1,513	2.1%
Cameron Hall-Maint		-	-	-	-	-	-	65,665	-	-	65,665	50,000	15,665	31.3%
Athletic Facilities/Support	3	148,867	67,132	-	215,999	80,000	2,000	141,500	1,500	4,000	444,999	428,291	16,708	3.9%
Weight Room		-	-	-	-	15,000	1,000	18,279	11,000	1,000	46,279	66,347	(20,068)	-30.2%
Cadet Recreation Facility	3	86,020	63,155	-	149,175	9,000	-	27,230	9,000	8,000	202,405	183,404	19,001	10.4%
CPTF	3	101,235	67,184	-	168,419	30,000	1,000	2,000	1,000	1,000	203,419	200,587	2,832	1.4%
MLFTG Maintenance		-	-	-	-	1,000	-	19,000	-	-	20,000	15,000	5,000	33.3%
Auxiliary-Admin	3	162,779	49,271	-	212,050	18,000	3,000	8,000	4,500	6,500	252,050	249,018	3,032	1.2%
Master Planning		-	-	-	-	-	-	10,000	-	-	10,000	10,000	-	0.0%
COOP	1	53,666	13,025	-	66,691	-	100	4,200	300	400	71,691	81,734	(10,043)	-12.3%
Post Security	2	167,673	65,781	-	233,454	5,500	-	15,000	8,000	2,500	264,454	258,854	5,600	2.2%
State Fees (cVA/Cardinal)		-	-	-	-	-	-	-	-	55,000	55,000	42,000	13,000	31.0%
Wellness Program		19,972	1,528	-	21,500	-	-	3,000	-	-	24,500	3,000	21,500	716.7%

State Funds
Auxiliary Expenditures

Department	FTE	Salary & Wages	Fringe Benefits	Less: Uma	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	2019 Total	2018 Total	Inc (Dec)	Notes
Museum Support	2	78,189	59,217	-	137,406	10,000	-	52,800	-	-	200,206	194,909	5,297	2.7%
Indirect Costs-E&G		-	-	-	-	-	-	-	-	4,079,000	4,079,000	3,844,000	235,000	6.1%
Contingencies		40,000	6,665	-	46,665	30,000	25,000	300,000	320,000	325,000	1,046,665	1,046,669	(4)	0.0%
Salary Contingencies		-	-	-	-	-	-	-	-	-	-	-	-	-
Vacancy Savings/Transfers		273,000	119,000	-	392,000	-	-	-	-	-	392,000	(90,000)	482,000	-535.6%
Parking - On Post		-	-	-	-	5,000	1,000	11,000	11,000	2,000	30,000	30,000	-	0.0%
Parking/Storage-Off Post		-	-	-	-	-	-	-	-	44,000	44,000	44,000	-	0.0%
Maintenance Projects	1	56,516	26,583	-	83,099	62,000	-	787,500	150,000	500	1,083,099	1,167,521	(84,422)	-7.2%
Debt Service-Crozet		-	-	-	-	-	-	-	-	888,000	888,000	888,000	-	0.0%
Debt Service-Cocke		-	-	-	-	-	-	-	-	161,000	161,000	162,000	(1,000)	-0.6%
Debt Service-SIH		-	-	-	-	-	-	-	-	203,000	203,000	205,000	(2,000)	-1.0%
Debt Service-Post Imp I		-	-	-	-	-	-	-	-	304,000	304,000	301,000	3,000	1.0%
Debt Service-Post Imp II		-	-	-	-	-	-	-	-	293,000	293,000	290,000	3,000	1.0%
Debt Service-Post Imp III		-	-	-	-	-	-	-	-	289,000	289,000	286,000	3,000	1.0%
Total Auxiliary	114	4,836,405	2,539,242	(2,607,606)	4,768,041	700,150	318,050	8,833,474	695,000	7,730,200	23,044,915	22,435,070	609,845	2.7%

State Funds

Auxiliary Expenditure Notes

1. The Food Service budget decrease reflects an estimated 3.8% decrease in contracted food and labor costs due to decreased enrollment from FY 2018 to FY 2019. Average enrollment for FY 2019 is projected to be down by 42 cadets.
2. Tailor Shop costs are budgeted 100% in the UMA Program although the employee positions are included in the Auxiliary Enterprise Program in accordance with State budget policy.
3. Laundry/Dry Cleaning costs are allocated 75% to the UMA Program and 25% to the Auxiliary Program in accordance with State budget policy (the UMA portion is considered costs above the normal amount for laundry services encountered by students at non-military institutions).
4. Student Health costs are allocated 74.5% to the UMA Program and 25.5% to the Auxiliary Program in accordance with State budget policy (the UMA portion is considered costs above the normal amount for health services encountered by students at non-military institutions). Increase in Student Health cost due to salary adjustments given to staff in high-turnover/competitive positions.
5. The increase in Cadet Insurance reflects increased premium costs for the cadet accident insurance program. This budget increase aligns the budget more closely with actual premium costs.
6. The Cadet Counseling program has budgets in all three State programs—E&G, Auxiliary Enterprises, and Unique Military Activities (UMA). The UMA budget originated when new State funding was appropriated due to the assimilation of female cadets. This increase reflects increased personnel costs due to the rising fringe benefit costs.
7. The increase cost in Post Housing – Maintenance is due to the transfer of a full-time facilities maintenance position from the Capital Outlay budget to the Auxiliary budget. Non-personal departmental costs remain unchanged from the FY 2018 budget.
8. The Cameron Hall Maintenance budget increase is to cover the actual cost of HVAC maintenance charges based on current contracts with vendors.
9. The increase in Athletic Facilities Support is due to salary adjustments and higher fringe benefit costs based on employee plan selections.
10. The reduction in the Weight Room budget is the elimination of a percentage payroll allocation for PE staff. Current budget is for non-personal service costs.

11. The Cadet Recreation Facilities non-personal services budget increase is to accommodate the purchase of equipment and maintenance of existing equipment.
12. The MLFTG Maintenance budget increase is necessary to maintain the outdoor training facilities to required safety standards.
13. The Continuity of Operations (COOP) decrease is solely a reflection of employee fringe benefit changes.
14. The increase in State Fees reflects charges for the new “Cardinal” State accounting system and the State budget system. These charges are mandated by the State and are assessed based on transactions processed through the systems by VMI.
15. The Wellness program increase reflects funds allocated for the employee wellness program. In previous years, these costs were funded through the Contingencies budget.
16. The Indirect Costs—E&G budget represents indirect cost reimbursements paid to the E&G Program for Institutional Support and Operation and Maintenance of Plant support provided by the E&G Program to the Auxiliary Program. The increase reflects an increase in the biannual recalculation of the recovery rate.
17. The Vacancy Savings/Transfers increased because of the planned use of the Auxiliary Fund Balance to supplement the E&G budget in FY 2019 due to the projected enrollment decline. Certain E&G costs will be transferred to the Auxiliary program, as necessary, to balance the E&G budget. Any excess revenues or expenditure savings in the E&G program will reduce the actual amount of necessary transfers to the Auxiliary program.
18. The Maintenance Projects budget decrease is due to budgeted reductions in contract services for FY 2019 compared to FY2018.

State Funds
UMA Expenditures

Department	FTE	Salary & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	2019 Total	2018 Total	Inc (Dec)	Notes
Commandant	12	1,148,687	384,958	1,533,645	20,000	13,500	31,500	3,000	3,000	1,604,645	1,607,600	(2,955)	-0.2%
Corps Marksmanship	1	58,279	10,652	68,931	14,000	3,000	38,000	4,000	-	127,931	127,709	222	0.2%
Commandant--FTX		-	-	-	2,000	5,500	2,000	-	500	10,000	10,000	-	0.0%
Band	2	130,395	76,191	206,586	4,000	6,500	3,000	-	-	220,086	216,910	3,176	1.5%
Rat Activities		-	-	-	9,000	38,000	14,000	4,000	7,800	72,800	72,800	-	0.0%
Rat Challenge	1	62,435	26,450	88,885	-	-	-	-	-	88,885	103,155	(14,270)	-13.8% 1
UMA Training Fac		-	-	-	9,000	500	7,500	-	-	17,000	-	17,000	100.0% 1
Chief of Staff--HQ	1	92,008	37,531	129,539	-	-	-	-	-	129,539	120,916	8,623	7.1% 2
Cadet Counseling	1	58,150	22,405	80,555	-	2,400	3,800	-	-	86,755	84,201	2,554	3.0%
Armory	1	74,425	27,819	102,244	11,500	-	370	2,500	-	116,614	115,452	1,162	1.0%
Academic Advising		-	-	-	2,000	2,000	2,000	-	-	6,000	6,000	-	0.0%
Honor Court		-	-	-	-	-	4,000	-	-	4,000	4,000	-	0.0%
Wages--E&G Demand		-	-	-	-	-	-	-	79,500	79,500	78,000	1,500	1.9%
Indirect Costs--E&G		-	-	-	-	-	-	-	1,265,000	1,265,000	1,237,000	28,000	2.3%
Contingencies		24,164	4,916	29,080	2,000	2,000	6,000	10,000	15,000	64,080	70,729	(6,649)	-9.4% 3
Parade Ground Maint	3	55,702	38,395	94,097	-	-	-	-	31,500	125,597	133,179	(7,582)	-5.7% 4
Kilbourne Hall Maint	1	18,564	4,505	23,069	-	-	-	-	191,000	214,069	211,579	2,490	1.2%

State Funds
UMA Expenditures

Department	FTE	Salary & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	2019 Total	2018 Total	Inc (Dec)	Notes
Barracks	1	17,680	19,159	36,839	-	-	-	-	83,000	119,839	119,483	356	0.3%
Student Health		-	-	-	-	-	-	-	795,000	795,000	761,000	34,000	4.5%
Military Store	1	58,506	14,199	72,705	1,360,000	-	-	-	454,000	1,886,705	1,981,021	(94,316)	-4.8%
Tailor Shop		40,078	3,066	43,144	37,000	1,000	2,000	4,000	526,000	613,144	607,040	6,104	1.0%
Laundry		-	-	-	1,000	500	500	-	999,000	1,001,000	996,000	5,000	0.5%
Less: Vacancy Savings		(10,000)	(5,000)	(15,000)						(15,000)	(15,000)	-	0.0%
Total UMA	25	1,829,073	665,246	2,494,319	1,471,500	74,900	114,670	27,500	4,450,300	8,633,189	8,648,774	(15,585)	-0.2%

State Funds

UMA Expenditure Notes

1. The Rat Challenge budget line decrease is partially offset by the increase in UMA Training Facilities. The UMA Training Facilities line item is new for FY 2019 and was set up to track the Non-Personal Services separately from the Personal Services.
2. The Chief of Staff – HQ increase reflects administrative staff salary adjustments.
3. The Contingencies decrease aligns the contingency cost to past actual expenditures.
4. The Parade Ground Maintenance budget decrease is a result of staffing changes and corresponding fringe benefit selections.
5. The increase in Student Health costs represents salary adjustments approved for high-turnover positions. The UMA program reimburses the Auxiliary program for 74.5% of expenditures.
6. The decrease in the Military Store is a reduction in Cadet Uniform purchases based on a smaller cadet enrollment for FY 2019.

Local Funds

Local Funds

Overview of Section

This section provides the details of the Local Funds Budget including notes explaining significant variances between the current and the proposed budget. The following budget schedules are presented:

- ***Budget Highlights***—Provides significant notes and assumptions underlying the Local Funds Budget.
- ***VMI and VMI Alumni Agencies Income and Support***—Summarizes the restricted and unrestricted income support from VMI and the VMI Alumni Agencies comprising the VMI Foundation, the VMI Development Board, and the VMI Keydet Club.
- ***Expenditures Summary***—Summarizes the Restricted and the Unrestricted Expenditure Budgets and shows how the budgets are consolidated to produce the total Local Funds Budget.
- ***Restricted Funds Budget***—Provides by source of support the allocation of funds to programs and activities.
- ***Jackson-Hope Program***—Provides the allocation of funds to programs and activities.
- ***Local Unrestricted Budget***— Provides by source of support the allocation of funds to programs and activities.
- ***Intercollegiate Athletics Revenues and Expenditures Budget***—Provides the components of athletic revenues and support and presents by sport and supporting activities the expenditures for personnel, supplies, travel, recruiting, officials, and other. Also includes separate schedule for details of significant other expenditures.
- ***Museum Operations***--Provides the components of revenue and support and the details of expenditures for the VMI Museum, the Virginia Museum of the Civil War at New Market, and the Stonewall Jackson House.
- ***Center for Leadership and Ethics***—Summarizes the budgeted revenues, support and expenditures for the program.

- ***Cadet Financial Assistance Summary***—Provides by source the components of the various grants and scholarships budgeted for cadets.

Local Funds Budget Highlights

Local Unrestricted Funds

1. Local Unrestricted Funds are budgeted for \$11.1 million for an increase of \$274,000 or 2.5% over FY 2018.
2. Private unrestricted income from the VMIF and DB increased \$75,000 to \$2.2 million in FY 2019. This is the first increase in annual support since FY 2014. Support was reduced to bring the VMIF into compliance with endowment spending policy and to meet increasing debt service costs on bonds issued in the past on behalf of VMI for major construction projects.
3. The Local Unrestricted Funds budget supports faculty salary supplements, a portion of the Superintendent's salary, mortgage subsidies, cadet financial assistance, Chaplain's Office support, and academic programs. The budget also includes unrestricted revenues and support for Intercollegiate Athletics, Museum Operations, and the Center for Leadership and Ethics.
4. The Local Unrestricted Fund Balance is projected to total \$435,000 at the end of FY 2018 and at the end of FY 2019. This includes fund balances for the Museum Programs, Center for Leadership and Ethics, Athletics, and the Unrestricted Pool.

Athletics Programs

5. Athletics Program revenues and support are budgeted at \$13.7 million for an increase of \$724,000 or 5.3% over FY 2018. Expenses consist of \$8.2 million for operations and \$5.5 million for scholarships. The increase is attributable to a 3% increase in cadet athletic fees and increased support from the VMI Keydet Club.
6. Athletic operating expenses provide for employee fringe benefit increases (see State Funds Budget Highlights Note #7).
7. The Athletics Program budget assumes Keydet Club private donations for scholarships and operations will total \$5.2 million, an increase of \$450,000 over FY 2018.
8. Cadet athletic fee revenues are budgeted at \$5.6 million, which is the same as FY18. The athletic fee increased \$100 per cadet, 3.0% over FY 2018 rates. Athletic fee revenues remain steady compared to FY18 due to the drop in enrollment headcount.

Museum Systems

9. Museum revenues and expenditures are budgeted to total about \$1.0 million, which is comparable to FY 2018.

Center for Leadership and Ethics

10. Center for Leadership and Ethics (CLE) revenues and expenditures are budgeted to total about \$1.6 million with no significant change from FY 2018.

Cadet Financial Assistance

11. VMI funding for cadet financial aid is budgeted for \$4.15 million, down \$250,000 from FY 2018. This funding consists of tuition revenue of \$4.0 million and Local Unrestricted Funds of \$150,000. The Administration continues to closely monitor and adjust its financial aid policies to ensure sustainability (See State Funds Budget Highlights Note #5).

Local Funds

VMI and Alumni Agencies Income and Support

	2018	2019	Inc (Dec)	%	Notes
<i>VMI Alumni Agencies</i>					
<i>Unrestricted Funds</i>					
VMI Foundation, Inc.					
Endowment Income/Annual Funds	1,509,000	1,584,000	75,000	5.0%	
Debt Service-JM Hall	187,000	187,000	-	0.0%	
Total VMI Foundation	1,696,000	1,771,000	75,000	4.4%	
VMI Development Board					
Endowment Income/Donations	400,000	400,000	-	0.0%	
Total Unrestricted	2,096,000	2,171,000	75,000	3.6%	1
<i>Restricted Funds</i>					
VMI Foundation, Inc.					
Endowment Income/Donations	12,379,000	12,840,000	461,000	3.7%	
VMI Development Board			-		
Endowment Income/Donations	634,000	678,000	44,000	6.9%	
Total VMI Foundation/Dev Board	13,013,000	13,518,000	505,000	3.9%	
VMI Keydet Club					
Endowment Income/Donations	4,700,000	5,150,000	450,000	9.6%	
Total Restricted Funds	17,713,000	18,668,000	955,000	5.4%	2
Total VMI Alumni Agencies	19,809,000	20,839,000	1,030,000	5.2%	
<i>VMI</i>					
<i>Unrestricted Funds</i>					
VMI General Endowment	79,000	79,000	-	0.0%	
Interest Income and Other	9,000	9,000	-	0.0%	
Total Unrestricted	88,000	88,000	-	0.0%	
<i>Restricted Funds</i>					
VMI General Endowment	317,000	315,000	(2,000)	-0.6%	
VMI Collins Endowment--Operations	172,000	170,000	(2,000)	-1.2%	
Outside Trusts and Other	72,000	71,000	(1,000)	-1.4%	
Total Restricted Funds	561,000	556,000	(5,000)	-0.9%	
Total VMI Endowment	649,000	644,000	(5,000)	-0.8%	3
Total VMI and Alumni Agencies	20,458,000	21,483,000	1,025,000	5.0%	

Local Funds

VMI and Alumni Agencies Income and Support Notes

1. VMI Foundation (VMIF) and VMI Development Board (DB) unrestricted spendable income for FY 2019 totals \$2.2 million or \$75,000 more than in FY 2018. In addition, the VMIF and VMIDB are funding debt service on the \$45 million in bonds issued on VMI's behalf in 2006 to fund various capital projects. This debt service currently totals about \$2.6 million annually and is part of the overall support to VMI.

Spendable endowment income is based on a 12-quarter rolling average endowment market value and a spending rate of 4.75%. The VMIF spendable income rate of 4.75% combined with an administrative fee rate of 1.0% on all endowment funds results in a total spending rate of 5.75%. The Foundation plans to reduce the overall spend rate to 5.0% (4.25% spending and 0.75% admin) over the next several years. Spendable income is combined with donations from the Annual Fund and used to fund Alumni Agencies operating expenses and provide unrestricted income to VMI.

2. VMIF, DB, and Keydet Club (KC) restricted income is budgeted for \$18.7 million or an increase of \$955,000 or 5.4%. The increase mostly reflects increases in Keydet Club support for the Athletic Program and restricted support from the VMI Foundation. Both increases can be attributed to the recent campaign.
3. VMI endowment income derives mostly from VMI's General Endowment and Collins Endowment. These funds had a 31 March 2018 market value of \$8.3 million and \$3.8 million, respectively, or about 5% above the same date as last year. The General Endowment consists mostly of scholarship funds and the Collins Endowment is restricted to support of the Virginia Museum of the Civil War at New Market. Spendable endowment income is based on a 5% spending rate applied to the average endowment market value for the past 12 quarters. VMI's endowments are pooled and invested with endowment funds of the VMI Alumni Agencies.

**Local Funds
Expenditure Summary**

	Restricted Budget	Unrestricted Budget	2019 Total	2018 Total	Inc (Dec)	%
<i>Educational and General</i>						
Instruction	4,670,000	475,000	5,145,000	5,087,000	58,000	1.1%
Research	33,000	-	33,000	32,000	1,000	3.1%
Public Service	485,000	798,000	1,283,000	1,320,000	(37,000)	-2.8%
Academic Support	1,131,000	301,000	1,432,000	1,356,000	76,000	5.6%
Cadet Services	858,000	123,000	981,000	956,000	25,000	2.6%
Institutional Support	503,000	1,284,000	1,787,000	1,505,000	282,000	18.7%
Physical Plant	145,000	-	145,000	188,000	(43,000)	-22.9%
Total E&G	7,825,000	2,981,000	10,806,000	10,444,000	362,000	3.5%
<i>Cadet Financial Assistance</i>						
	12,206,000	203,000	12,409,000	11,725,000	684,000	5.8%
<i>Auxiliary Enterprises</i>						
Intercollegiate Athletics	523,000	7,686,000	8,209,000	7,978,000	231,000	2.9%
Debt Service	-	187,000	187,000	187,000	-	0.0%
Total Auxiliary	523,000	7,873,000	8,396,000	8,165,000	231,000	2.8%
Total	20,554,000	11,057,000	31,611,000	30,334,000	1,277,000	4.2%

**Local Funds
Restricted Funds Budget
2018-2019**

Source/Activity	VMI Foundation	Development Board	Keydet Club	VMI Endowment	Federal Grants/Other	2019 Total	2018 Total	Inc (Dec)
Expenditures								
Instruction	4,668,000	-	-	2,000	-	4,670,000	4,625,000	45,000
Research	33,000	-	-	-	-	33,000	32,000	1,000
Public Service	315,000	-	-	170,000	-	485,000	531,000	(46,000)
Academic Support	1,131,000	-	-	-	-	1,131,000	1,027,000	104,000
Student Services	830,000	4,000	-	24,000	-	858,000	833,000	25,000
Institutional Support	503,000	-	-	-	-	503,000	345,000	158,000
Physical Plant	64,000	81,000	-	-	-	145,000	187,000	(42,000)
Total Educ & General	7,544,000	85,000	-	196,000	-	7,825,000	7,580,000	245,000
Auxiliary Enterprises	58,000	281,000	66,000	-	118,000	523,000	806,000	(283,000)
Cadet Financial Assistance	5,238,000	313,000	5,084,000	360,000	1,211,000	12,206,000	11,165,000	1,041,000
Total	12,840,000	679,000	5,150,000	556,000	1,329,000	20,554,000	19,551,000	1,003,000

Local Funds Restricted Funds Budget

Source/Activity	VMI Foundation	Development Board	Keydet Club	VMI Endowment	Federal Grants/Other	2019 Total	2018 Total	Inc (Dec)	Notes
Revenue									
Income/Donations	12,840,165	678,400	5,150,000	556,000		19,224,565	18,273,694	950,871	1
Federal Funds					1,091,000	1,091,000	1,041,000	50,000	2
Outside Grants					237,950	237,950	236,000	1,950	
Total Revenue	12,840,165	678,400	5,150,000	556,000	1,328,950	20,553,515	19,550,694	1,002,821	
Expenditures									
Instruction									
Professorial Chair Funds									
Biology	25,870					25,870	26,330	(460)	
Chemistry	36,430					36,430	36,920	(490)	
Economics	131,105					131,105	23,440	107,665	
Engineering	295,070					295,070	296,390	(1,320)	
English, Rhetoric & HS	122,080					122,080	55,340	66,740	
History	93,965					93,965	95,710	(1,745)	
International Studies	60,090					60,090	59,470	620	
Physics	30,930					30,930	31,500	(570)	
New funds	316,850					316,850		316,850	
Dean's Funds	38,050					38,050	75,600	(37,550)	
Total Prof Chairs	1,150,440					1,150,440	700,700	449,740	
Departmental Funds									
Biology	56,390					56,390	53,640	2,750	
Civil Engineering	120,920					120,920	191,710	(70,790)	
Chemistry	26,830					26,830	25,350	1,480	
Computer Science	5,090					5,090	6,090	(1,000)	
Economics	63,350					63,350	78,080	(14,730)	
Electrical Engineering	4,980			2,000		6,980	6,630	350	
English, Rhetoric & HS	90,070					90,070	89,760	310	
History	99,360					99,360	181,296	(81,936)	
International Studies	57,480					57,480	77,750	(20,270)	

Local Funds Restricted Funds Budget

Source/Activity	VMI Foundation	Development Board	Keydet Club	VMI Endowment	Federal Grants/Other	2019 Total	2018 Total	Inc (Dec)	Notes
Mathematics	43,040					43,040	29,430	13,610	
Mechanical Engineering	16,840					16,840	12,730	4,110	
Modern Languages	1,980					1,980	1,960	20	
Physical Education	4,430					4,430	4,340	90	
Physics	8,850					8,850	23,940	(15,090)	
Psychology	52,390					52,390	69,640	(17,250)	
Total Dept Funds	652,000			2,000		654,000	852,346	(198,346)	
Faculty Development	300,820					300,820	281,310	19,510	
Jackson-Hope	1,359,760					1,359,760	1,587,300	(227,540)	3
Visiting Scholars	84,380					84,380	84,180	200	
Curriculum Development	93,870					93,870	91,070	2,800	
Other Instruction	1,027,250					1,027,250	1,026,550	700	
Total Instruction	4,668,520	-	-	2,000	-	4,670,520	4,623,456	47,064	
Research									
Biology	8,625					8,625	8,730	(105)	
Chemistry	15,915					15,915	15,570	345	
Undergraduate Res	8,000					8,000	8,000	-	
Total Research	32,540					32,540	32,300	240	

Local Funds Restricted Funds Budget

Source/Activity	VMI Foundation	Development Board	Keydet Club	VMI Endowment	Federal Grants/Other	2019 Total	2018 Total	Inc (Dec)	Notes
Public Service									
Museum Programs									
VMI Museum	71,910					71,910	69,460	2,450	
Stonewall Jackson House	8,645					8,645	117,530	(108,885)	
V A Mus of Civil War	102,050			170,000		272,050	220,030	52,020	
Total Museums	182,605			170,000		352,605	407,020	(54,415)	
Lectures and Symposiums	87,100					87,100	86,070	1,030	
Other Public Service	45,500					45,500	38,070	7,430	
Total Public Service	315,205	-	-	170,000	-	485,205	531,160	(45,955)	
Academic Support									
Preston Library	135,286					135,286	135,323	(37)	
Information Technology Departmental Funds	69,730					69,730	70,620	(890)	
International Studies	11,620					11,620	11,710	(90)	
Music	23,580					23,580	22,750	830	
Biology	12,110					12,110	12,250	(140)	
Total Dept Funds	47,310					47,310	46,710	600	
Leadership Program	535,030					535,030	488,860	46,170	
Dean's Office									
Fellowships	18,810					18,810	18,690	120	
Faculty Awards	63,430					63,430	64,040	(610)	
Faculty Development	261,060					261,060	202,490	58,570	
Outside Grants	-					-	-	-	
Total Dean's Funds	343,300					343,300	285,220	58,080	
Total Academic Support	1,130,656	-	-	-	-	1,130,656	1,026,733	103,923	

Local Funds Restricted Funds Budget

Source/Activity	VMI Foundation	Development Board	Keydet Club	VMI Endowment	Federal Grants/Other	2019 Total	2018 Total	Inc (Dec)	Notes
Student Services									
Departmental Funds									
Intercollegiate Athletics	-	3,370				3,370	14,956	(11,586)	
Band	32,450					32,450	26,340	6,110	
Cadet Programs	293,460					293,460	328,593	(35,133)	
Chaplain's Office	243,440					243,440	216,560	26,880	
Commandant	25,000					25,000	7,560	17,440	
Cadet Counseling	8,090					8,090	9,540	(1,450)	
Music	27,330					27,330	26,000	1,330	
Total Dept Fund	629,770	3,370				633,140	629,549	3,591	
Graduate Fellowships	70,760					70,760	71,450	(690)	
Cadet Awards	102,880			24,000		126,880	120,800	6,080	
Other Student Services	27,010					27,010	11,000	16,010	
Total Student Services	830,420	3,370		24,000		857,790	832,799	24,991	
Institutional Support									
Comm & Marketing	143,890					143,890	33,890	110,000	
Superintendent's Office	358,710					358,710	311,490	47,220	
Total Inst Support	502,600					502,600	345,380	157,220	
Physical Plant									
	63,630	81,350				144,980	187,740	(42,760)	
Total E & G	7,543,571	84,720		196,000		7,824,291	7,579,568	244,723	

**Local Funds
Restricted Funds Budget**

Source/Activity	VMI Foundation	Development Board	Keydet Club	VMI Endowment	Federal Grants/Other	2019 Total	2018 Total	Inc (Dec)	Notes
<i>Auxiliary Enterprises</i>									
Intercollegiate Athletics	58,472	280,998	66,000		117,950	523,420	806,031	(282,611)	3
Total Auxiliary	58,472	280,998	66,000	-	117,950	523,420	806,031	(282,611)	
<i>Cadet Financial Assistance</i>									
Athletic Scholarships	43,590	312,682	5,084,000		120,000	5,560,272	4,767,969	792,303	
Cadet Scholarships	5,194,532	-	-	360,000		5,554,532	5,356,126	198,406	
Federal Grants and Loans					1,091,000	1,091,000	1,041,000	50,000	
Total Cadet Financial	5,238,122	312,682	5,084,000	360,000	1,211,000	12,205,804	11,165,095	1,040,709	3
Total Restricted	12,840,165	678,400	5,150,000	556,000	1,328,950	20,553,515	19,550,694	1,002,821	4

Restricted Local Budget Notes

1. The Restricted Funds Budget primarily reflects spendable income from endowment funds and cash donations. See Notes to VMI and Alumni Agencies Income and Support Budget Schedule.
2. Federal Funds consist primarily of PELL grants for cadets with financial need.
3. See the Local Funds Budget section of this Budget Book for the Jackson-Hope, Athletics, and Cadet Financial Assistance program budgets.
4. Total Restricted income of \$20.6 million for FY 2019 is about 5.1% more than FY 2018. The budget increases or decreases among departmental and program budgets generally reflect changes in the level of cash donations from year to year. Budgets often include a combination of cash donations and endowment income. Budget increases may also reflect new endowment gifts.

**Local Funds
Jackson-Hope Program**

	2019				2018		Inc (Dec)	
	FTE	Salaries/FB	Faculty Develop	Undergrad Research	Other	Total		
<i>Local Restricted</i>								
<i>Academic Programs</i>								
New faculty-Fine Arts	1	89,000				89,000	86,000	3,000
New faculty-Civil & Environmental Eng	1	106,000				106,000	103,000	3,000
New faculty-International Studies	1	89,000				89,000	86,000	3,000
New Faculty - History						-	84,000	(84,000)
New Faculty - Arabic	1	89,000				89,000	86,000	3,000
Faculty development-leaves		54,000				54,000	60,000	(6,000)
Faculty development-travel & projects				120,000		120,000	120,000	-
Undergraduate Research				190,000		190,000	190,000	-
MERC Tutors		83,500				83,500	81,000	2,500
MERC Equipment					2,000	2,000	3,000	(1,000)
Program Development Grants					157,800	157,800	97,800	60,000
Learning Center Tutors		32,000				32,000	31,000	1,000
New faculty-Physical Education	1	86,000				86,000	83,000	3,000
Jackson-Hope Distinguished Professor	1	129,030				129,030	126,500	2,530
Jackson-Hope Distinguished Professor	1	150,000				150,000	-	150,000
Center for Leadership & Ethics					300,000	300,000	300,000	-
Faculty Recruitment					50,000	50,000	50,000	-
Total Jackson Hope	7	907,530	-	190,000	629,800	1,727,330	1,587,300	140,030

Notes:

1. The Jackson Hope budget is approved annually by the Jackson-Hope Board of Overseers. The goal of the fund is "to provide the capital necessary for the Institute to plan and execute a program that will ensure marked improvement of VMI's academic enterprise."
2. The FY 2019 proposed allocations were approved at the 17 April 2018 Jackson-Hope Board of Overseers meeting.
3. The total Jackson Hope budget includes \$67,570 in carryover funding from FY 2018.

Local Unrestricted Budget

FY 2019

	FY 2019 Allocation						FY 2018		Notes	
	FY 2019	VMI	VMI	VMI	VMI	Total	Budget	Inc (Dec)		
	Budget	Funds	Foundation	Dev Bd						
Revenue										
VMI Endowment	88,000	88,000				88,000	88,000	-	0.0%	1
VMI Foundation	1,771,000		1,771,000			1,771,000	1,696,000	75,000	4.4%	2
VMI Development Board	400,000			400,000		400,000	400,000	-	0.0%	2
Athletic Revenue	1,729,000	1,729,000				1,729,000	1,475,000	254,000	17.2%	3
Cadet Fees--Athletics	5,597,000	5,597,000				5,597,000	5,617,000	(20,000)	-0.4%	3
Museum Systems	756,000	756,000				756,000	774,000	(18,000)	-2.3%	4
Conference Revenue--CLE	287,000	287,000				287,000	290,000	(3,000)	-1.0%	5
Concessions Commissions	429,000	429,000				429,000	443,000	(14,000)	-3.2%	6
Total Revenue	11,057,000	8,886,000	1,771,000	400,000	400,000	11,057,000	10,783,000	274,000	2.5%	
E&G Expenditures										
Instruction										
Faculty Salary Supplements	475,000		475,000			475,000	463,000	12,000	2.6%	7
Public Service										
Daniel's Award	35,000	-	35,000			35,000	-	35,000		16
Museum Systems--Revenue	763,000	763,000				763,000	789,000	(26,000)	-3.3%	4
Total Public Service	798,000	763,000	35,000	-	-	798,000	789,000	9,000	1.1%	
Academic Support										
Dean's Funds										
Dean's Official Fund	14,000	14,000				14,000	14,000	-	0.0%	
Center for Leadership/Ethics	287,000	287,000				287,000	290,000	(3,000)	-1.0%	5
Computers - IBM Match	-	-	-	-	-	-	25,000	(25,000)	-100.0%	8
Total Academic Support	301,000	301,000	-	-	-	301,000	329,000	(28,000)	-8.5%	

Local Unrestricted Budget FY 2019

	FY 2019 Allocation						FY 2018		Notes		
	FY 2019	VMI	VMI	VMI	VMI	Dev Bd	Total	Budget		Inc (Dec)	%
	Budget	Funds	Foundation	Foundation	Foundation	Foundation	Total	Budget		Inc (Dec)	%
<i>Student Services</i>											
Commandant's Official Fund	3,000		3,000		3,000		3,000	3,000	-	0.0%	
Chaplain's Office Support	120,000	110,000	10,000				120,000	120,000	-	0.0%	
Total Student Services	123,000	110,000	13,000				123,000	123,000	-	0.0%	
<i>Institutional Support</i>											
Staff Salary Supplements	768,000		768,000				768,000	728,000	40,000	5.5%	
Mortgage Subsidies	72,000		72,000				72,000	85,000	(13,000)	-15.3%	
Superintendent's Funds											
Quarter's--Rent/Enter	80,000	44,000	36,000				80,000	80,000	-	0.0%	
Allotment	30,000	30,000					30,000	30,000	-	0.0%	
Travel	10,000	10,000					10,000	10,000	-	0.0%	
Protocol Office--Gifts	13,000	13,000					13,000	13,000	-	0.0%	
Local Bank Fees/Charges	2,000	2,000					2,000	2,000	-	0.0%	
Board of Visitors' Meetings	9,000	9,000					9,000	9,000	-	0.0%	
Membership Dues	3,000	3,000					3,000	3,000	-	0.0%	
VA Hi-Ed Bus Council Dues	9,000	9,000					9,000	9,000	-	0.0%	
Contingencies	125,000	93,000	12,000				125,000	73,000	52,000	71.2%	
Total Institutional Support	1,121,000	213,000	888,000				1,121,000	1,042,000	79,000	7.6%	
<i>Cadet Financial Aid</i>											
ROTC Room/Board Grants	53,000		53,000				53,000	110,000	(57,000)	-51.8%	
Cadet Financial Aid	150,000	50,000					150,000	150,000	-	0.0%	
Athletic Scholarships	-						-	300,000	(300,000)	-100.0%	
Total Scholarships/Grants	203,000	50,000	53,000				203,000	560,000	(357,000)	-63.8%	
<i>Auxiliary Enterprises</i>											

Local Unrestricted Budget FY 2019

	FY 2019 Allocation				FY 2018 Budget	Inc (Dec)	%	Notes
	FY 2019 Budget	VMI Funds	VMI Foundation	VMI Dev Bd				
<i>Athletics</i>								
Operations	7,686,000	7,406,000	280,000	7,686,000	7,172,000	514,000	7.2%	3, 14
<i>Debt Service</i>								
JM Hall Renovation	187,000	187,000	-	187,000	187,000	-	0.0%	
Total Debt	187,000	-	187,000	187,000	187,000	-	0.0%	
Total Expenditures	10,894,000	8,843,000	400,000	10,894,000	10,665,000	229,000	2.1%	
Excess (Deficiency)	163,000	43,000	-	163,000	118,000	45,000	38.1%	
<i>Add: Beginning Fund Bal</i>	<i>392,000</i>	<i>392,000</i>	<i>-</i>	<i>392,000</i>	<i>394,000</i>	<i>(2,000)</i>	<i>-0.5%</i>	
<i>Less: VMIF Direct Pays</i>	<i>(120,000)</i>	<i>(120,000)</i>	<i>-</i>	<i>(120,000)</i>	<i>(120,000)</i>	<i>-</i>	<i>0.0%</i>	<i>15</i>
Ending fund balance	435,000	435,000	-	435,000	392,000	43,000	11.0%	

Local Unrestricted Funds Notes

1. VMI Endowment income of \$88,000 consists primarily of spendable income on the unrestricted portion of VMI's General Endowment; the income is based on 5% of the average endowment market value for the past 12-quarters (the market value of the unrestricted endowment was about \$1.7 million as of 31 March 2018).
2. VMI Foundation (VMIF) and VMI Development Board (DB) spendable income totals \$2.2 million. It consists of \$2.0 million of unrestricted income and about \$200,000 of other income to include the debt service on the Jackson Memorial Hall renovation project.

The VMIF and DB are also providing additional financial support of \$2.6 million annually on debt service related to the \$45 million of bonds issued on VMI's behalf in 2006 to fund various capital projects.

3. Athletic Revenues consists of gate receipts (football and basketball), guarantees (football, basketball, baseball and men's soccer), NCAA and Southern Conference sponsorship revenues, track invitational entry fees, and sales and other income. The increase in athletic revenue for FY 2019 primarily reflects an additional football guarantee game. Cadet Athletic Fees increased by 3% for FY 2019, or \$100 per cadet. However, the increase in fee revenue is offset by a decrease in enrollment resulting in flat Cadet Athletic Fee revenue in FY 2019 compared to FY 2018.
4. Museum Systems revenues and expenditures consist of the VMI Museum at VMI, the Virginia Museum of the Civil War (VMCW) at New Market, VA and the Stonewall Jackson House in Lexington, VA. Museum income and expenses for FY 2019 are expected to approximate FY 2018 levels.
5. The Center for Leadership and Ethics (CLE) conducts about four or five conferences annually with income from donations, attendance fees, exhibitor fees, and corporate sponsorships. The CLE generally seeks to cover conference expenses with conference revenues, but some private donations from the VMIF have been necessary to support conferences. VMI also provides support in its State Educational and General Program (E&G) for the CLE as needed. Private support from the VMIF and E&G Program support are budgeted in those programs. VMI did not budget direct E&G support to the CLE in FY 2018 and does not anticipate providing any in FY 2019 based on current budget.
6. VMI earns commissions on sales in the bookstore, PX, and vending operations. The commissions approximate 17% of sales overall and are paid by the outside contractor (Follett and Parkhurst) to VMI for the use of the space to operate the concessions.

7. Local unrestricted funds provide 4% of the cost of faculty salaries and 3.33% of the cost of certain administrative/professional staff salaries. These funds also provide about 78.7% of the Superintendent's compensation. The balance of these salaries is funded from State or other private funds.
8. The Computers—IBM Match budget reflected the approximate value of equipment donated to VMI annually from IBM in lieu of cash matching of donations by VMI alumni and other employees of IBM. The IBM Match donation of equipment is no longer budgeted as a separate line item. Donations received from IBM are now in cash and are part of the local unrestricted funds.
9. Chaplain's Office support covers the shortfall in the amount of private restricted donations and other funds available to cover the Chaplain's salary, the Associate Chaplain, and the administrative assistant.
10. VMI provides a subsidy up to \$1,500 per year for full-time teaching and administrative faculty who purchase a home as their primary residence. The amount budgeted is based on the number of participants and their mortgage balances (currently about 70 employees). VMI discontinued this program for new employees effective 1 January 2010 as a cost saving measure.
11. Contingency funds of \$125,000 are budgeted to cover unanticipated costs, especially costs that are not appropriate for State funding.
12. Prior to FY 2017, VMI provided all 3-year and 4-year ROTC scholarship cadets with a \$1,000 room/board grant funded from private restricted scholarship funds and from VMI unrestricted funds. This supplement ended for new scholarship cadets in FY 2017; however, cadets already receiving the supplement will continue to receive this award during their cadetship. Unrestricted funds are allocated to cover any shortfall in the amount of restricted scholarship funds available for these grants.
13. VMI uses unrestricted funds as necessary to supplement "need-based" student financial aid from private restricted funds, State funds, cadet tuition revenue, and federal funds.
14. A portion of the VMI Development Board income is budgeted to support the Athletic program. In past years, this support was used for scholarships. In FY 2019, these funds will support Athletics operations rather than scholarships. For FY 2019, 70% of Development Board unrestricted income is being budgeted for athletics.
15. The VMI Foundation is expected to spend approximately \$120,000 of VMI's unrestricted income for outside consultants on VMI's behalf (primarily government relations consultants).
16. The Daniels Award is given periodically and will be awarded in FY 2019.

Intercollegiate Athletics Operating Revenues and Support

	2018 Budget	2019 Budget	Inc (Dec)	%	Notes
<i>Revenue and Support</i>					
<i>Revenue</i>					
Cadet Fees	5,617,000	5,597,000	(20,000)	-0.4%	1
Guarantees--Football	400,000	695,000	295,000	73.8%	2
Guarantees--Basketball	350,000	270,000	(80,000)	-22.9%	3
Guarantees - Baseball	-	8,000	8,000	100.0%	
Guarantees - Men's Soccer	-	2,500	2,500	100.0%	
Gate Receipts--Football	200,000	210,000	10,000	5.0%	4
Gate Receipts--Basketball	40,000	42,000	2,000	5.0%	
Football ticket sales - away games		16,000	16,000		4
Entry Fees - Track Invitationals	35,000	35,000	-	0.0%	5
NCAA Academic Assistance	80,000	82,000	2,000	2.5%	6
NCAA /Conference Revenue	330,000	330,000	-	0.0%	6
Sales and Other Income	120,000	120,000	-	0.0%	7
Total Revenue	7,172,000	7,407,500	235,500	3.3%	
<i>Support</i>					
VMI Development Board					
Unrestricted Endowment	-	280,000	280,000	100.0%	8
Restricted Endowment	266,000	289,500	23,500	8.8%	
Superintendent's Discretionary	50,000	50,000	-	0.0%	9
Keydet Club	374,000	66,000	(308,000)	-82.4%	10
NCAA Distributuion	36,000	36,000	-	100.0%	11
VMI Concessions Commissions	80,000	80,000	-	0.0%	
Total Support	806,000	801,500	(4,500)	-0.6%	
Total Revenue and Support	7,978,000	8,209,000	231,000	2.9%	

Local Funds

Intercollegiate Athletics Revenues

Notes

1. The Cadet Fees budget increase primarily reflects a \$100 or 3% increase in the cadet athletic fee bringing it from \$3,340 to \$3,440, offset by projected lower enrollment.
2. Football Guarantees total \$695,000 in FY 2019, \$375,000 for a game with Toledo University and \$320,000 to play Old Dominion University. This is an increase over FY18 of \$295,000.
3. Basketball Guarantees generally consist of four or five games ranging from about \$75,000 to \$85,000 each. FY19 is budgeted to be \$80,000 lower than FY18.
4. The Football Gate Receipts budget totals \$210,000 and consists of five home games. Four of the games are at \$40,000 each and the home game against The Citadel is \$50,000. The FY 2018 budget was \$200,000 and consisted of five home games.
5. The Athletic Department will host several indoor track events in FY 2019. The invitationals are expected to attract numerous teams with each visiting team charged an entry fee to cover costs of hosting the event. The FY19 budget is the same as FY18.
6. The NCAA and Conference provide funding to support academic enhancement, student assistance, and operations.
7. The Sales and Promotions budget includes royalties from outside vendor sales of VMI logo merchandise, sponsorship revenues, advertising fees (ads on scoreboards and around the football, baseball, and Cameron Hall stadiums/arenas), program sales, and other income.
8. A portion of VMI Development Board unrestricted support will be used to subsidize Athletic operations in FY 2019. In past years, this Development Board support was used for Athletic scholarships rather than operations. Because of recent significant increases in Keydet Club scholarship support, these funds became available to support Athletics operations.
9. Superintendent's Discretionary funds subsidy remains unchanged at \$50,000 in FY 2019.
10. The Keydet Club is budgeted to provide \$5.2 million in donations and endowment income to the Athletic Program in FY 2019, an increase of \$450,000 over FY 2018. This funding supports athletic scholarships and program operating costs. Most of the funding is needed for scholarship costs which are budgeted for a total \$5.5 million in FY 2019 and include funding from other sources.

11. In FY 2018, the NCAA provided a one-time distribution of \$360,000 to be used over a ten-year period for athlete health/welfare in accordance with an approved spending plan. FY 2019 is the second year of this support.

**Local Funds
Intercollegiate Athletic Expenditures**

Department	FTE	Salaries & Fringes	Supplies & Equip	Travel	Recruiting	Officials	Other	2019 Total	2018 Total	Inc (Dec)	Notes
Football	11	982,803	109,200	162,000	85,000	40,000	146,300	1,525,303	1,511,693	13,610	
Basketball	5	530,216	41,000	102,000	40,000	64,971	90,029	868,216	840,205	28,011	
Track--Men	2	138,776	10,050	38,350	3,000	-	25,600	215,776	209,087	6,689	
Track--Women	2	138,776	10,050	38,350	3,000	-	25,600	215,776	209,087	6,689	
Wrestling	2	145,974	12,342	42,526	5,802	3,110	11,220	220,974	183,113	37,861	1
Baseball	3	237,731	39,200	95,000	13,000	32,000	9,800	426,731	398,211	28,520	2
Soccer--Men	1	88,743	10,000	35,000	7,450	8,025	2,025	151,243	137,137	14,106	3
Soccer--Women	2	129,229	4,200	52,000	1,000	8,250	1,550	196,229	194,902	1,327	
Lacrosse	2	163,041	38,200	55,000	12,000	11,000	9,800	289,041	273,457	15,584	4
Swimming	1	65,385	14,500	50,000	2,500	500	8,000	140,885	144,270	(3,385)	
Water Polo--Women	1	80,204	7,203	62,500	10,500	1,040	8,757	170,204	153,256	16,948	5
Rifle	0	21,129	21,630	8,800	250	-	1,320	53,129	52,905	224	
Training/Medical	4	232,198	43,668	-	-	-	22,832	298,698	298,514	184	
Strength/Condition	2	172,610	17,150	-	-	-	3,350	193,110	179,919	13,191	6

**Local Funds
Intercollegiate Athletic Expenditures**

Department	FTE	Salaries & Supplies				Travel	Recruiting Officials	Other	2019	2018	Inc (Dec)	Notes
		Fringes	& Equip	Total	Total							
Sports Information	3	210,051	46,000	-	-	74,000	-	330,051	326,339	3,712		
Sports Marketing	1	56,899	-	-	-	7,500	-	64,399	62,687	1,712		
NCAA Acad/Assist	0	86,120	-	-	-	2,500	-	88,620	88,620	-		
Administration	9	697,034	12,000	23,934	-	209,670	-	942,638	954,811	(12,173)		
Conf Dues/Penalty		-	-	-	-	-	-	-	-	-		
Indirect Costs-E&G		-	-	-	-	1,589,180	-	1,589,180	1,508,257	80,923	7	
Repay VMI Loan		-	-	-	-	-	-	-	30,000	(30,000)	8	
Transfer to Reserve		-	-	-	-	63,500	-	63,500	81,000	(17,500)	9	
Contingencies		-	-	-	-	165,000	-	165,000	140,000	25,000	10	
Total Athletics	50	4,176,919	436,393	765,460	183,502	2,477,533	168,896	8,208,703	7,977,470	231,233		

Note: See Details of Other Expenditures following this schedule.

Intercollegiate Athletic Expenditures
Details of Other Expenditures
2019

	Football	Basketball	Training/ Medical	Administration	Total	Notes
Telecommunications					-	
Home Game Expenses	15,328	10,500			25,828	
Preseason Meals	25,000				25,000	
Guarantees	40,000	31,000			71,000	
Medical Services			18,000		18,000	
Photography	12,450				12,450	
Medical Insurance				63,120	63,120	1
Dues and Fees	4,000	8,200	2,032	75,404	89,636	
Postage				5,202	5,202	
Bank Card Charges				9,000	9,000	
Plant/Equipment Maintenance				5,300	5,300	
Awards and Prizes				12,240	12,240	
Rent--AD/Head Coach	20,500	26,000		26,000	72,500	
Miscellaneous	29,022	14,329	2,800	13,404	59,555	
Total Other Expenditures	146,300	90,029	22,832	209,670	468,831	

Notes

1. This represents medical insurance premiums to insure players without personal medical coverage and to enhance coverage for those players without adequate coverage.

Local Funds

Intercollegiate Athletics Expenditures

Notes

1. The Wrestling budget increase reflects changes in staff/salaries as well as mandatory increases in employer health insurance premiums.
2. The Baseball budget includes an increase in staff salary and benefit costs as well as increased costs in game-day officials.
3. The Men's Soccer budget increase is due to employer health insurance premiums, salary adjustments, and additional costs for team travel.
4. The Lacrosse budget increase is due to the increase in health insurance premiums, salary adjustments, and team travel.
5. The Women's Water Polo budget increase is a result of salary adjustments, health insurance premiums, and supplies/team equipment.
6. The Strength/Condition budget increase is for salary adjustments and related fringe benefit costs.
7. Indirect Cost is calculated as a percentage of total Athletic Direct Costs. The recovery rate in FY 2019 increased slightly from FY 2018 (24.24% versus 23.61% in the 2016-2018 biennium) resulting in an \$81,000 increase for FY 2019.
8. The Athletics Program carried over a cumulative fund balance deficit from prior years. VMI originally planned to curtail this deficit over 15 years at about \$30,000 a year. This deficit will be likely be corrected much sooner and the "repayment" of the deficit has been incorporated into the regular operating budget.
9. The Transfer to Reserve reflects projected unspent income that will be carried over to help bring the Athletics Program closer to self-sufficiency, correct the deficit described in Note #8, and to build a reserve fund.
10. A Contingencies budget of \$165,000 is provided in FY 2019 primarily for unforeseen expenses and shortfalls in budgeted revenues and support. Contingencies in past years have been budgeted well below desired levels due to insufficient available funding.

**VMI Museum Operations
Revenues and Expenses**

	FY 2019 Budget			FY 2018 Budget		Inc (Dec)	%	Notes
	VMIM	VMCW	SJH	Total	Total			
<i>Revenue and Support</i>								
Admissions		205,000	90,000	295,000	295,000	-	0.0%	1
Sales	152,000	95,000	55,000	302,000	312,000	(10,000)	-3.2%	1
Contributions and Grants	17,000	4,000	78,000	99,000	97,000	2,000	2.1%	2
Endowment Income	29,000	170,000	-	199,000	201,000	(2,000)	-1.0%	3
Reserve Funds			51,500	51,500	56,000	(4,500)	-8.0%	4
Other Income		6,000	2,000	8,000	14,000	(6,000)	-42.9%	
Total Revenue and Support	198,000	480,000	276,500	954,500	975,000	(20,500)	-2.1%	
<i>Operating Expenses</i>								
Personal Services	95,000	330,000	194,000	619,000	615,000	4,000	0.7%	5
Merchandise for Resale	76,000	47,500	27,500	151,000	156,000	(5,000)	-3.2%	
Other Operating	27,000	110,000	55,000	192,000	219,000	(27,000)	-12.3%	6
Total Expenses	198,000	487,500	276,500	962,000	990,000	(28,000)	-2.8%	
Excess (Deficiency) Revenue	-	(7,500)	-	(7,500)	(15,000)	7,500		
Add: Fund Balance, begin	12,600	154,300	200	167,100	182,100	(15,000)	-8.2%	
Fund Balance, ending	12,600	146,800	200	159,600	167,100	(7,500)	-4.5%	

Museum Systems Notes

1. Admissions and sales are budgeted for a total of \$597,000 or \$10,000 (1.6%) less than in FY 2018.
2. Contributions and grants, consisting mostly of gifts to the Stonewall Jackson House (SJH), are budgeted for a total of \$99,000 in FY 2019 or \$2,000 more than FY 2018. SJH gifts consist mostly of a large grant from the Lee-Jackson Foundation.

Note: VMI's State Educational and General Program and Auxiliary Enterprises Program also provide support of \$110,000 and \$200,000, respectively, in FY 2019 for Museum programs that benefit cadets, faculty, and visitors. This total support of \$310,000 is an increase of about \$6,000 or 2.0% over FY 2018. This support consists mostly of funding for some of the personal services costs of Museum employees.

3. Endowment income consists mostly of spendable income on the VMI Collins Endowment that is restricted to support of the Virginia Museum of the Civil War (VMCW) located at New Market, VA. The Collins Endowment had a market value of \$3.8 million as of 31 March 2018, an increase of about \$180,000 from the same time last year.
4. Reserve funds for the SJH consist of \$51,500 in unexpended cash donations from past years held by the VMI Foundation (VMIF) on behalf of the SJH. The SJH Reserve funds total about \$434,000 as of 31 March 2018 and are mostly spendable for SJH operations as needed.
5. The Museum personal services budget reflects an increase of about \$4,000 or 0.7%. This consists of mandatory fringe benefit increases.
6. Other operating costs consists largely of supplies, utilities, facility maintenance, advertising, and contractual services. Overall operating costs are budgeted to decrease by \$28,000 in FY 2019 due to a corresponding budgeted decrease in operating revenues.

**Local Funds
Center for Leadership and Ethics**

	2018 Budget	2019 Budget	Inc Dec	%	Notes
<i>Revenue and Support</i>					
Cash Donations	516,000	536,000	20,000	3.9%	1
Endowment Income	485,000	512,000	27,000	5.6%	2
Conference Income	290,000	287,000	(3,000)	-1.0%	3
VMI E&G Program Support	-	-	-		4
Rental Income	8,000	10,000	2,000	25.0%	
Total Revenue and Support	1,299,000	1,345,000	46,000	3.5%	
<i>Expenses</i>					
Personal Services	897,000	1,006,000	109,000	12.2%	5
Conference Expenses	350,000	388,000	38,000	10.9%	3
Program/Other Expenses	218,000	171,000	(47,000)	-21.6%	6
Total Expenses	1,465,000	1,565,000	100,000	6.8%	
<i>Excess (Deficiency) Revenue</i>	(166,000)	(220,000)	(54,000)		
Beginning Fund Balance	789,000	623,000			
Ending Fund Balance	623,000	403,000	(220,000)		7

Center for Leadership and Ethics Notes

1. Cash donations consist mostly of gifts already received and held by the VMI Foundation. The donations are restricted or available for use by the Center for Leadership and Ethics (CLE). Most of the gifts are from a few large donors.
2. Endowment income derives from endowment gifts for the CLE for certain positions or operations and programs in general. The growth in endowment income reflects appreciation on endowment investments and the receipt of outstanding pledges.
3. The CLE holds approximately four to five major conferences annually to include Environment Virginia and conferences on leadership, public policy, and topics of national importance. Conference income consists of registration fees, exhibitor fees, private donations, and other support. Conferences may require private donations to help cover all expenses. Conference expenses will vary annually based on the number of conferences held and the expected attendance.
4. VMI State E&G support is provided to supplement private funding for the CLE. E&G support derives from State funds including cadet tuition revenue. CLE programs and activities are an integral part of a cadet's VMI education. For FY 2019, no E&G support is being provided and the CLE fund balance will be used to supplement CLE revenues. No E&G support was budgeted in FY 2018.
5. The Personal Services budget increase is the result of an added Assistant Director position new for FY 2019 and mandatory increases in employer paid health insurance premiums.
6. Program and Other expenses include several cadet programs addressing leadership and ethics. It also includes a faculty/cadet leadership development program, and other military history events. Other expenses consist mostly of the general and administrative costs of operating the CLE. All facilities and grounds maintenance to include utilities, insurance, preventive maintenance, repairs, and other costs are funded by VMI in its Educational and General (E&G) Program. These facilities and grounds costs total over \$200,000 annually and are not included in the CLE budget.
7. The CLE fund balance consists mostly of conference income and private support that has been received but not fully spent by the end of the fiscal year.

Cadet Financial Assistance

Sources/Programs	2018	2019	Inc (Dec)	%	Notes
State Funds					
General Funds					
Student Financial Aid	1,016,000	1,048,000	32,000	3.1%	1
Total General Funds	1,016,000	1,048,000	32,000	3.1%	
Cadet Tuition and Fees					
E&G Program	4,250,000	4,000,000	(250,000)	-5.9%	2
Total State Funds	5,266,000	5,048,000	(218,000)	-4.1%	
Local Funds					
Restricted					
VMI Foundation					
Merit and Other Scholarships	4,994,000	5,194,000	200,000	4.0%	
Athletic Scholarships	43,000	44,000	1,000	2.3%	
Total VMI Foundation	5,037,000	5,238,000	201,000	4.0%	3
VMI Development Board					
Athletic scholarships	279,000	313,000	34,000	12.2%	3
VMI Keydet Club--Scholarships	4,326,000	5,084,000	758,000	17.5%	3
VMI BOV Endowment	290,000	289,000	(1,000)	-0.3%	
NCAA/Conference Assistance	120,000	120,000	-	0.0%	
Outside Trusts	72,000	71,000	(1,000)	-1.4%	
Total Restricted	10,124,000	11,115,000	991,000	9.8%	
Federal Grants/Aid					
SEOG	91,000	91,000	-	0.0%	
PELL	950,000	1,000,000	50,000	5.3%	
Total Federal Aid	1,041,000	1,091,000	50,000	4.8%	4

Sources/Programs	2018	2019	Inc (Dec)	%	Notes
<i>Unrestricted</i>					
VMI Development Board--Athletics	300,000	-	(300,000)	-100.0%	3
ROTC Room/Board Grants	110,000	53,000	(57,000)	-51.8%	5
Financial Aid (primarily need-based)	150,000	150,000	-	0.0%	3
Total Unrestricted	560,000	203,000	(357,000)	-63.8%	
Total Local Funds	11,725,000	12,409,000	684,000	5.8%	
Total All	16,991,000	17,457,000	466,000	2.7%	6

Cadet Financial Assistance Notes

1. State general funds appropriated for cadet financial assistance increased in FY 2019 by \$32,000 over FY 2018 to \$1,048,000. These funds are for in-state cadets with demonstrated financial need.
2. VMI cadet financial aid consisting of tuition revenue and local unrestricted funds are budgeted for \$4.2 million, a \$250,000 reduction from the FY 2018 budget. These funds are mostly awarded to out-of-state cadets with demonstrated financial need since these cadets are not eligible for State financial aid funds and VMI lacks sufficient private scholarship funds for them.

Non-Virginia tuition and fees are almost twice the amount of in-state tuition and fees. Non-Virginia cadets are projected to comprise approximately 37% of the Corps in FY 2019 and about 64% are projected to qualify for need-based financial aid. Approximately 51% of in-state cadets qualify for need-based aid which results in an overall average of about 56% of the total Corps qualifying for need-based aid.

Sufficient financial aid is needed to help ensure the realization of the budget assumptions regarding total enrollment and the mix of in-state and out-of-state cadets. The VMI cadet financial aid budget is determined in consultation with the Director of Financial Aid and is based on his estimate of the funding needed to supplement State, Federal, and private restricted sources of aid.

Using a combination of grants and loans, VMI generally funds about 100% of the required need of in-state cadets. VMI generally funded 80% of the required need of out-of-state cadets through FY 2014, but in FY 2015 began funding about 70% of the need of out-of-state cadets starting with the new class of out-of-state cadets. This policy change was a cost savings measure to curtail the growing cost of cadet financial assistance and to bring the program into financial sustainability.

Note: For FY 2017, 60% of VMI's graduates had loans. This consisted of 54% of in-state graduates with an average loan balance of \$25,414 and 69% of out-of-state graduates with an average loan balance of \$36,125. Lending institutions include the Department of Education and private lenders. According to The Institute for College Access & Success, average indebtedness nationally for 2016 graduates of public four-year colleges and universities was \$27,291.

3. Cadet financial assistance from the VMI Foundation (VMIF), the VMI Development Board (DB), and the VMI Keydet Club (KC) is budgeted to total \$10.8 million or about \$600,000 more than in FY 2018.

The athletic scholarship budget totals \$5.4 million or about 10.0% more than in FY 2018.

4. Federal aid funding for PELL grants is budgeted to increase by \$50,000 over the prior year amount. PELL grants are awarded to needy cadets and the actual award amount for eligible cadets is determined by the U.S. Department of Education; VMI does not determine who is eligible for these grants. The total PELL amount can vary from year to year depending on the level of need of the cadets applying for the grants.
5. Prior to FY 2017, VMI provided all 3-year and 4-year ROTC scholarship cadets with a \$1,000 room/board grant funded from private restricted scholarship funds and from VMI unrestricted funds. This supplement ended for new scholarship cadets in FY 2017; however, cadets already receiving the supplement will continue to receive this award during their cadetship. This support decreases from \$110,000 in FY 2018 to \$53,000 in FY 2019.
6. VMI's cadet financial assistance budget totals \$17.5 million for an increase of \$466,000 or 2.7% over FY 2018. This compares to an increase in tuition and fees of 3.3% for in-state and 3.9% for out-of-state cadets. Taking into account the projected number of ROTC scholarship cadets and other sources of outside funds to include loans that are not included in VMI's financial aid budget, this budget is considered about adequate for VMI to meet approximately 100% of the need of in-state cadets and about 70% of the need of out-of-state cadets with the general policy of requiring needy cadets to assume some loan amount.

This budget represents 28% of VMI's total projected tuition and fee revenues of \$61.1 million for FY 2019 which is comparable to the 28% in FY 2018. This 28% "tuition discount" consists mostly of restricted funds that are required to be used for financial assistance (financial aid budget consists of 76% restricted funds and 24% unrestricted funds). VMI's "tuition discount" is significantly less than private institutions (average discount rate estimated of approximately 40%). The average discount rate for public institutions is not readily available but is estimated to be less than VMI's percentage.

VMI's tuition discount rate is probably higher than most other public institutions due to its relatively larger private endowment which includes a significant portion of restricted scholarships. The number of cadets with demonstrated financial need and the extent of their need continues to require that VMI use significant amounts of tuition revenues to meet the demand for financial aid. VMI needs more "restricted" scholarship endowments to minimize the amount of tuition revenues that it must allocate to cadet financial assistance.

Supplementary Information

Key Budget Statistics Six-Year Review

	<i>(Fiscal Year Ending)</i>					
	2014	2015	2016	2017	2018	2019
Corps Data						
Total Enrollment (Fall Opening)						
Budget	1,695	1,690	1,715	1,726	1,756	1,756
Actual	1,714	1,714	1,738	1,737	1,748	
Actual Over (Under)	19	24	23	11	(8)	
New Cadet Enrollment						
Budget	490	500	490	500	500	500
Actual	504	500	495	506	506	
Actual Over (Under)	14	-	5	6	6	
% Virginians						
Budget	58.1%	58.0%	59.4%	61.2%	62.7%	63.2%
Actual	59.0%	58.3%	59.3%	60.9%	62.7%	
Tuition and Fees						
Virginia	22,492	23,890	25,202	26,460	27,450	28,344
% Increase	4.3%	6.2%	5.5%	5.0%	3.7%	3.3%
Non Virginia	43,480	45,946	48,216	50,769	53,138	55,188
% Increase	4.7%	5.7%	4.9%	5.3%	4.7%	3.9%
VMI Financial Aid	12,825,000	14,353,000	15,552,000	16,362,000	16,991,000	17,457,000
% Increase	5.6%	11.9%	8.4%	5.2%	3.8%	2.7%

(Fiscal Year Ending)

	2014	2015	2016	2017	2018	2019
VMI Workforce						
Total Full-time Employees	562	572	581	590	605	610
Total Full-time Teaching Faculty (included in total above also)	132	136	139	143	144	147
Total Payroll (Salaries and fringes)	46,189,000	49,019,000	49,821,000	51,953,000	53,947,000	55,215,000
% Increase	6.0%	6.1%	1.6%	4.3%	3.8%	2.4%
Budgets						
Total Operating Budget	77,765,000	81,153,000	82,371,000	85,615,000	88,090,000	89,980,000
% Increase	7.2%	4.4%	1.5%	3.9%	2.9%	2.1%
Total State General Funds	13,480,000	14,436,000	14,130,000	15,676,000	15,058,000	15,673,000
% Inc (Dec)	9.2%	7.1%	-2.1%	10.9%	-3.9%	4.1%
Total Cadet Tuition/Fees/Sales	40,873,000	42,107,000	44,517,000	45,795,000	48,315,000	47,665,000
% Increase	8.4%	3.0%	5.7%	2.9%	5.5%	-1.3%
Total Private Funds Support	17,631,000	19,527,000	19,083,000	19,625,000	20,458,000	21,483,000
% Increase	4.2%	10.8%	-2.3%	2.8%	4.2%	5.0%
Total Other Funds	5,781,000	5,083,000	4,641,000	4,519,000	4,259,000	5,159,000
% Increase	4.1%	-12.1%	-8.7%	-2.6%	-5.8%	21.1%

(Fiscal Year Ending)

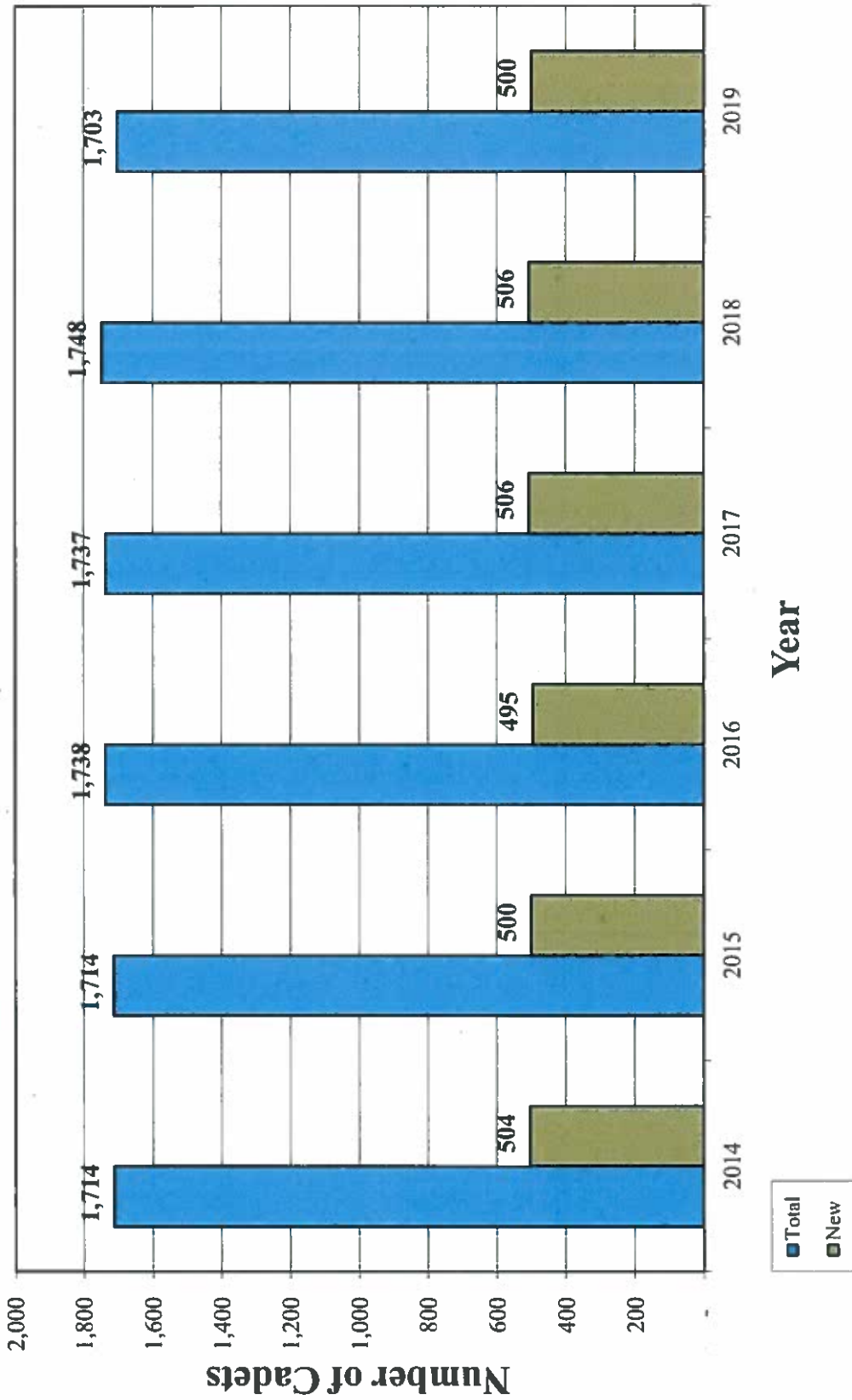
	2014	2015	2016	2017	2018	2019
Sources of Funds As % of Total Budget						
Total State General Funds	17.3%	17.8%	17.2%	18.3%	17.1%	17.4%
Total Cadet Tuition/Fees/Sales	52.6%	51.9%	54.0%	53.5%	54.8%	53.0%
Total Private Funds Support	22.7%	24.1%	23.2%	22.9%	23.2%	23.9%
Total Other Funds	7.4%	6.3%	5.6%	5.3%	4.8%	5.7%
Total Sources	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
% of E&G Budget for Instruction/ Academic Support/Student Services	71.9%	72.3%	73.2%	75.0%	74.0%	74.0%
Key Financial Balances (Actual 30 June or projected for 2018 and 2019)						
VMI General Endowment	8,505,582	8,114,409	7,535,157	8,062,005	8,300,000	8,300,000
VMI Collins Endowment	3,874,562	3,715,261	3,436,993	3,660,724	3,800,000	3,800,000
Auxiliary Fund Balance	10,751,154	12,496,687	12,927,511	16,176,952	16,000,000	15,000,000
Local Unrestricted Fund Balance	250,727	377,011	463,982	1,236,572	435,000	435,000
Total Fund Balances	23,382,025	24,703,368	24,363,643	29,136,253	28,535,000	27,535,000

(Fiscal Year Ending)

	2014	2015	2016	2017	2018	2019
Balance of Outstanding Debt						
<i>(Actual 30 June or projected for 2018 and 2019)</i>						
JM Hall (\$2.3 mil original)	1,388,000	1,259,000	1,125,000	983,000	838,000	688,000
Cocke Hall Annex (\$2.0 mil original)	1,197,000	1,086,000	970,000	847,000	722,000	592,000
Crozet Hall (\$11.2 mil original)	7,260,000	6,730,000	6,433,000	5,854,000	5,244,000	4,604,000
South Institute Hill (\$2.85 mil original)	2,645,000	2,535,000	2,415,000	2,290,000	2,160,000	2,025,000
VCBA 2013A Projects (\$4.0 mil original)	4,000,000	4,085,000	3,935,000	3,780,000	3,620,000	3,450,000
VCBA 2014A Projects (\$4.0 mil original)		3,565,000	3,565,000	3,450,000	3,330,000	3,200,000
VCBA 2015A Projects (\$4.0 mil original)			3,915,000	3,915,000	3,785,000	3,645,000
Total Debt Outstanding	16,490,000	19,260,000	22,358,000	21,119,000	19,699,000	18,204,000

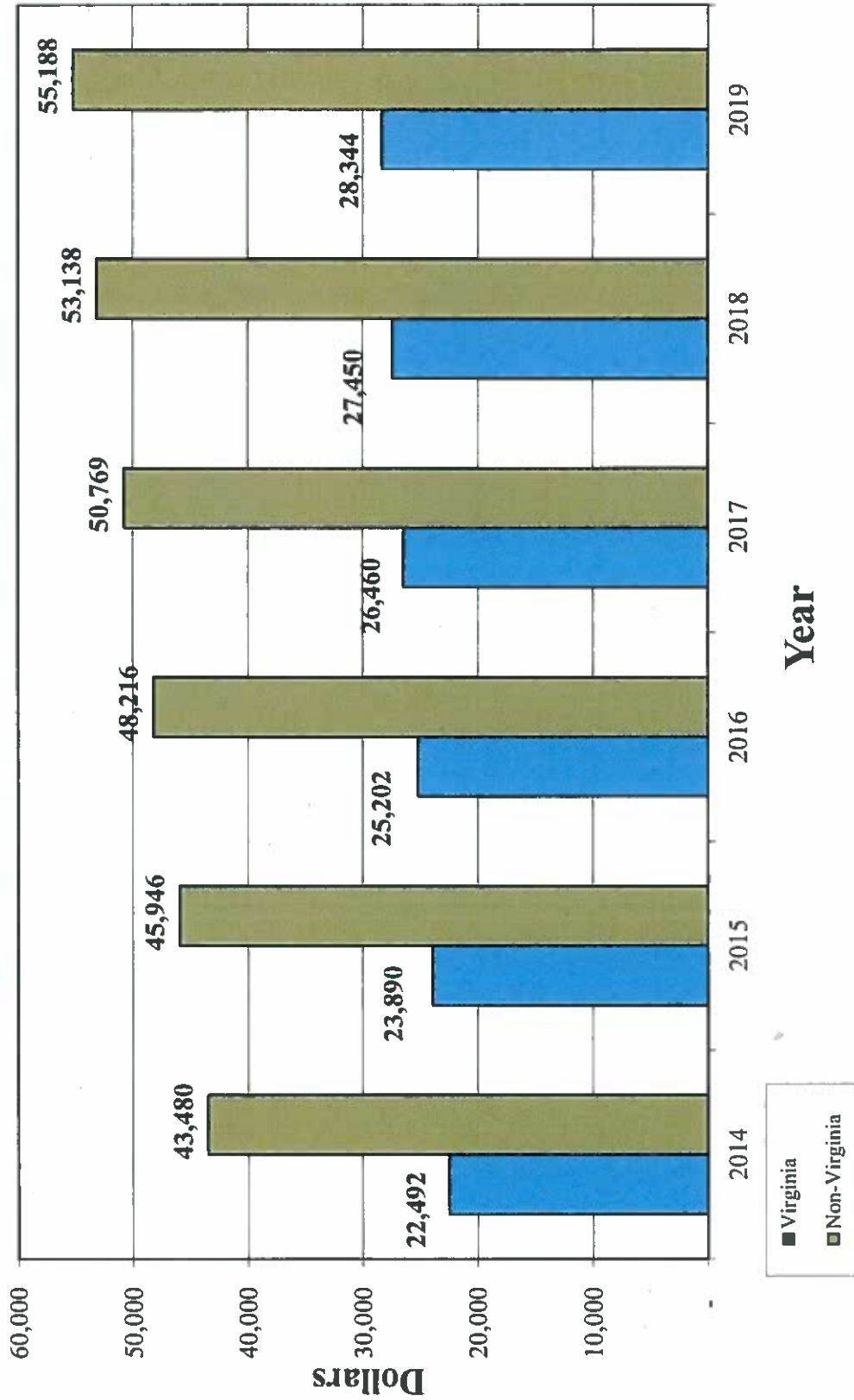
Note: All Supplementary data above reflects budget figures except where "actual" noted

Enrollment Total and New Cadets



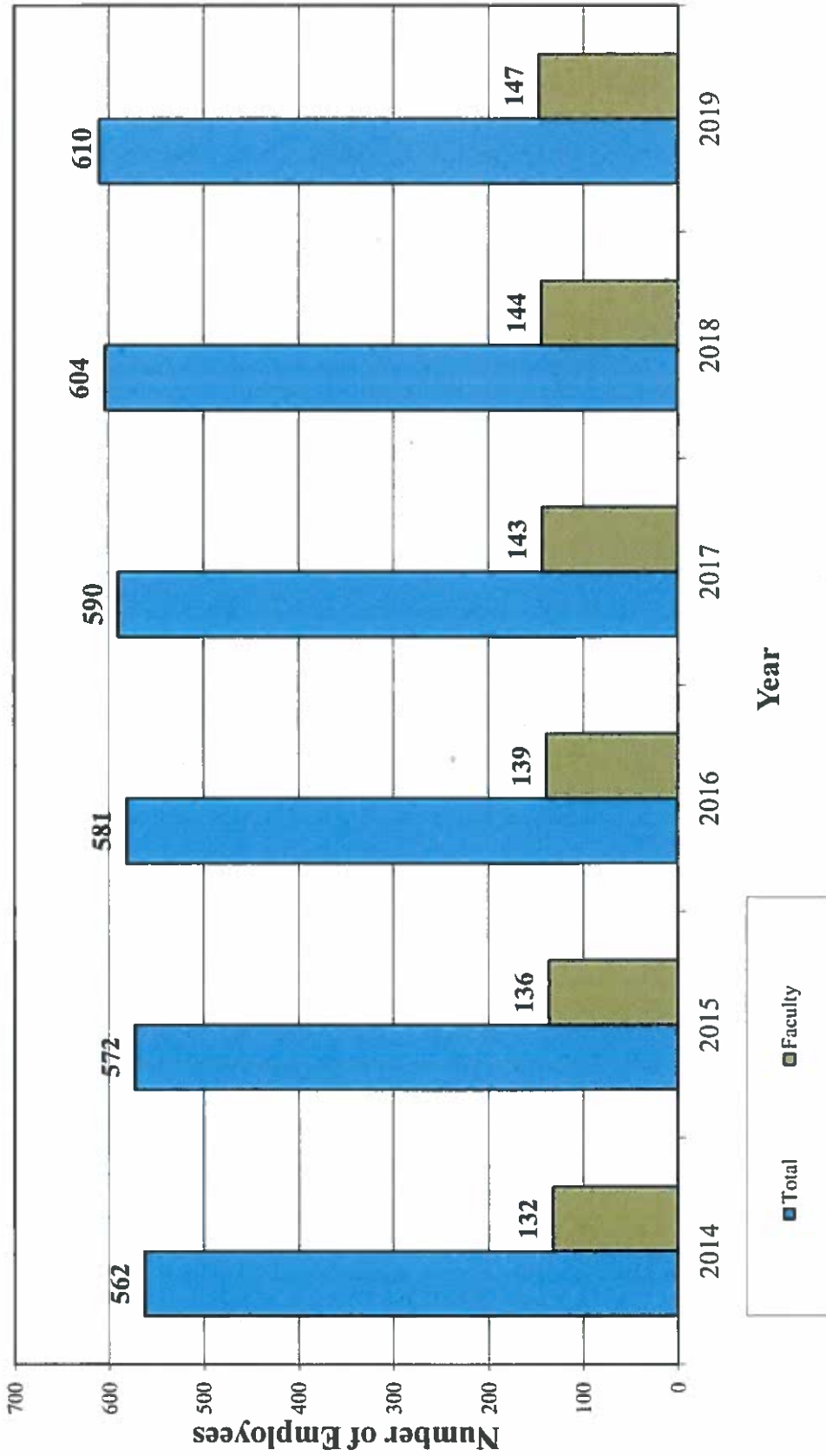
Tuition and Fees

In-State v. Out-of-State

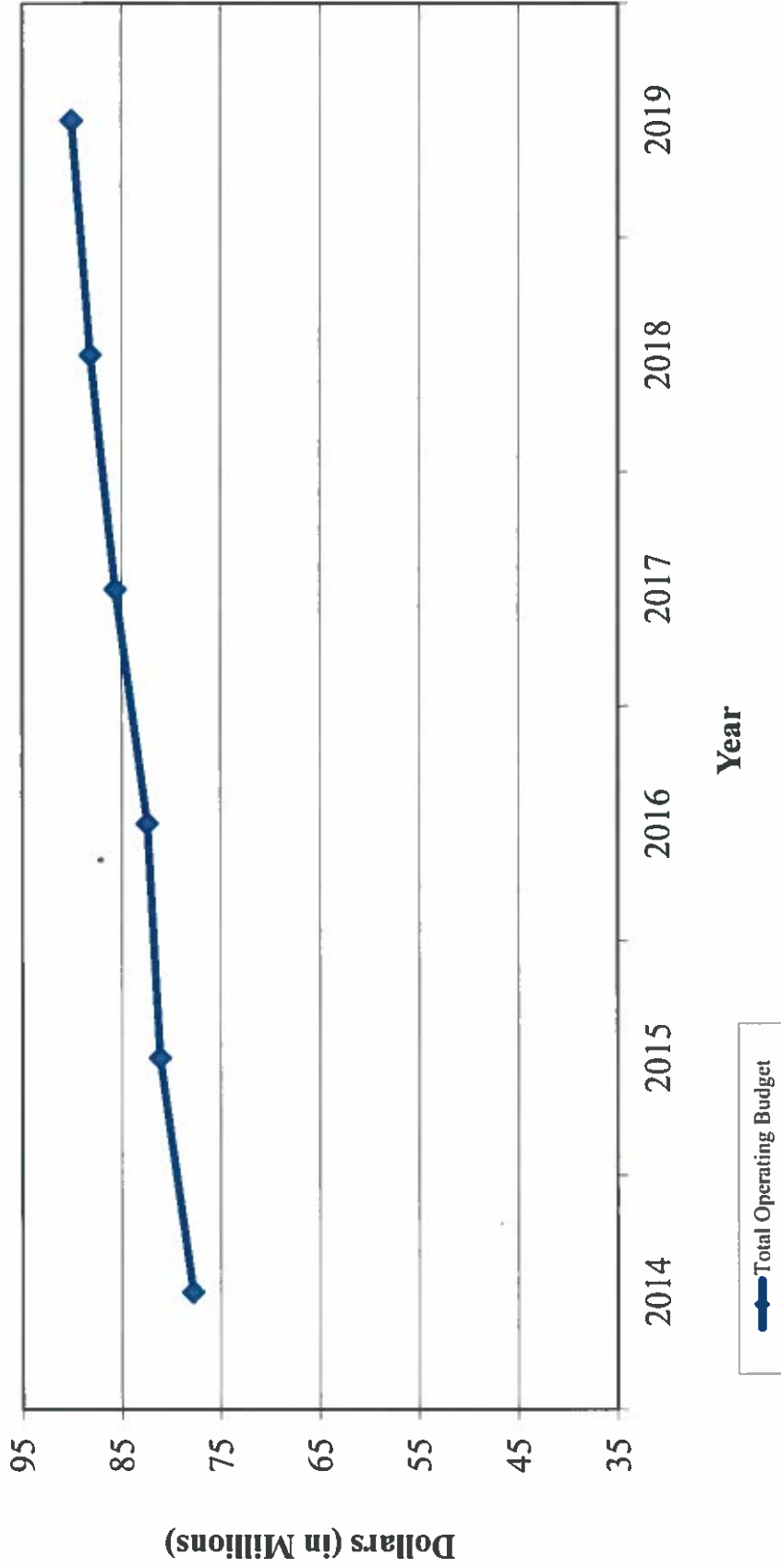


VMI Workforce

Total Employees vs. Teaching Faculty



Total Operating Budget



Key Financial Balances

