



INSTITUTE STRATEGIC PLAN

SEPTEMBER 2021

VMI Strategic Plan Update 2021

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Vision 2039 Objectives and Strategies

One Corps – One VMI, A Unifying Action Plan

VMI Inclusive Excellence, One Virginia Strategic Plan

Section I Introduction

Established by the Virginia General Assembly in 1839, the Virginia Military Institute is a four-year, state-supported college whose student body is organized as a military corps under the command of the Superintendent and is constituted as the guard of the Institute. Within Virginia's state-supported system of fifteen senior institutions and twenty-four two-year colleges, VMI was the second institution of higher education created by the Commonwealth, after the University of Virginia.

As a wholly undergraduate military college, VMI meets society's need for educated citizens and leaders and contributes significantly to the diversity of the Commonwealth's system of state-supported and independent institutions of higher education. The Institute's mission statement amplifies VMI's special statutory role.

Mission of the Virginia Military Institute

The Virginia Military Institute believes that the measure of a college lies in the quality and performance of its graduates and their contributions to society. Therefore, it is the mission of the Virginia Military Institute to produce educated, honorable men and women, prepared for the varied work of civil life, imbued with love of learning, confident in the functions and attitudes of leadership, possessing a high sense of public service, advocates of the American Democracy and free enterprise system, and ready as citizen-soldiers to defend their country in time of national peril.

To accomplish this result, the Virginia Military Institute shall provide to qualified young men and women undergraduate education of highest quality -- embracing engineering, science, and the arts -- conducted in, and facilitated by, the unique VMI system of military discipline.

Vision Statement

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

VMI seeks to enroll young men and women of exceptional talent, curiosity, and character in an academic community in which innovative teaching and active learning are complemented by an intensive military regimen. The VMI experience builds personal and intellectual discipline as well as a resolute sense of duty to others, preparing cadets for the responsibilities of citizenship and leadership in the increasingly interconnected world of the twenty-first century. VMI aims to shape educated and honorable *citizen-soldiers* whose lives are marked by integrity, fairness, and a dedication to the value of work. Because they are products of such a purposeful college experience, VMI graduates have distinguished themselves in their communities and in nearly every profession, including the military, for more than 175 years.

Believing that excellence is best maintained at a small college by concentrating on a limited number of academic majors, VMI offers the baccalaureate degree in 14 disciplines. To ensure foundational competence, VMI requires each cadet to complete rigorous core requirements in English composition, world history, mathematics, science, physical education, public speaking, and military science, and cadets must complete at least two upper-level courses that have been designated as writing intensive. In addition, all VMI cadets participate in one of three Reserve Officers Training Corps (ROTC) programs all four years of their cadetships: Army, Air Force, and Navy/Marine Corps. Finally, all cadets are required to complete seven semesters of physical education course work designed to develop their awareness of the connections between well bodies and well minds.

The Academic Program offers a number of exciting special programs that enhance the primary academic experiences provided in our majors and minors, including the Institute Honors Program, the VMI Center for Undergraduate Research, the Institute Writing Program, and internships. The Writing Program includes a Writing Center to help develop cadet writing skills through direct personal interaction with qualified tutors. The Miller Academic Center, and, the Math Education and Resource Center offer a broad range of academic support services to VMI cadets. Academic success programs are also provided by an International Programs Office to support cadet interests in study abroad and other international internship, study, and cultural experiences; and a Career Services Office to direct cadet career placement activities. The academic environment is rich and supportive, with both faculty and staff assuming active roles in enabling cadets to succeed. The Academic Advising Program matches each cadet with a member of the faculty in his or her major department who will guide the cadet through his or her entire four-year cadetship. The Monsour Cadet Counseling Center, which includes Disability Services, provides additional individual counseling and development programs which support VMI's Cadets in all facets of their experience.

Cadet life is defined by the Institute's Honor Code. Cadets live by the Code and are responsible for all aspects of its governance. They are also charged with maintaining the military structures and protocols of life in Barracks. A high degree of self-governance is exercised by the Corps of Cadets through the Regimental chain of command and through the Class System. Since all cadets reside on Post throughout their four years at VMI, Barracks is the focal point of cadet life and an important site for building and exercising leadership and teamwork skills.

VMI's special military structure is introduced in August of the first year when new cadets undergo several months of strenuous, constructive orientation known as the "Ratline." The Ratline is designed to instill and reinforce self-discipline and personal character traits that will serve a cadet throughout life. Under the system, each new cadet – or *Rat* – is considered an equal and is subjected to the same level of rigor as his or her classmates. In addition to maintaining good academic standing, Rats are expected to complete a demanding program of military and athletic duty, and, to become intimately familiar with the Institute's history and mission.

Athletic competition requires commitment in time and effort to compete at the NCAA Division I level. The involvement of cadets in NCAA sports does not eliminate the requirements to fully participate in the uncompromising educational and military components of the Institute. Cadets who do not participate in varsity sports are encouraged to participate in club sports, intramurals, and/or Rat Challenge activities as an extension of personal workouts. Athletic competition is a means of developing individual physical skills and team skills that benefit every cadet throughout life.

VMI's comprehensive academic program combined with its military organization and system distinguish the Institute from most institutions of higher education in the United States. Our comprehensive institutional mission is to educate the "whole" cadet—intellectually, morally and ethically, and physically—by challenging each cadet in curricular and co-curricular experiences.

The Virginia Military Institute maintains a clear educational focus and a well-established niche in the higher education marketplace. VMI develops leaders and honorable young men and women who understand that service is an important obligation of citizens.

We are of the opinion that the national demand for the VMI graduate is at an all-time high. The nation and the world need self-disciplined leaders with a resolute sense of duty. VMI produces those kinds of persons.

We believe that this institution offers cadets not only an excellent academic education but also many additional benefits: a disciplined approach to overcoming obstacles, an understanding of the principles of leadership and of working in an organizational setting, access to the VMI alumni network, and the experience of living in an environment that greatly values personal integrity, ethical inquiry, and physical wellbeing. Because of these many benefits, the VMI graduate is an educated and honorable citizen-soldier.

Section II Strategic Planning Policy

Responsibility for strategic planning is assigned to the Institute Planning Committee, a standing committee of institute executives reporting to the Superintendent. The Assessment, Planning and Budget Calendar depicts the annual VMI planning cycle.

The objective of Institute planning is a planning document that has a six-year time horizon, establishes priorities, and includes revenue and expense projections. This plan is updated annually and is executed in the operational plans of the eight major programs of the Institute: Academic; Co-Curricular; Athletics; Finance, Administration, and Support; Information Technology; Center for Leadership & Ethics; Office of Diversity, Equity and Inclusion; and Headquarters. The latter program includes Admissions, Financial Aid, Inspector General, and other departments reporting directly to the Superintendent or to the Chief of Staff.

The VMI Cadet Leader Development System will provide an organizing framework designed to coordinate and integrate cadet leader development activities across the VMI experience. Its organization will facilitate VMI's achievement of its institutional goals, accomplishment of its mission, and realization of its strategic vision. The Leader Development System will provide the structure, process, and content for a cadet's four-year journey to becoming an educated leader of character, prepared to serve the common defense as a citizen-soldier. An operational-level document, it will align, integrate, and synchronize the efforts of the other major programs and activities in support of VMI's leader development mission.

The VMI Strategic Framework (page 7) displays the developmental process, which is also discussed in Section V below. The Strategic Plan includes VMI Outcome Goals for Cadet Development, the VMI Environment, and Commonwealth initiatives; objectives assigned to the programs for implementation of *Vision 2039*; and a summary of financial planning and priorities.

The cross-program responsibility for the Cadet Development Outcome goals is recognized by ensuring that each program lists that as an objective with implementing strategies at the beginning of their operational plan.

VMI Environmental goals and Commonwealth goals are assigned to the appropriate program, while recognizing that many extend across organizational lines. In these cases, the program with primary responsibility is responsible for coordination with other programs.

The fourteen objectives of *Vision 2039*, often termed "Simplified Descriptors," are listed in each operational program, followed by lettered strategies for which that program was assigned responsibility when *Vision 2039* was first promulgated.

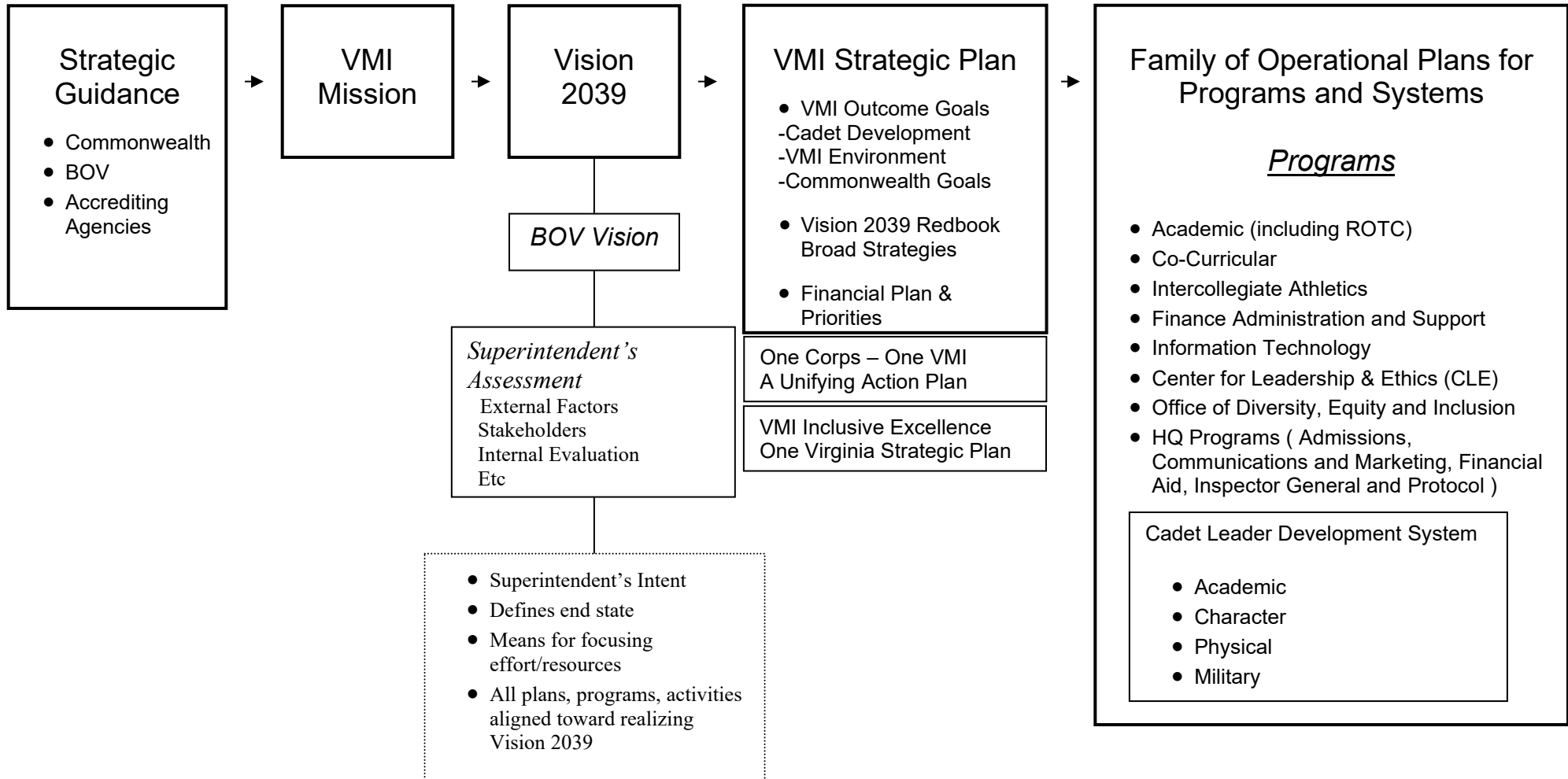
A report on the progress in meeting the objectives, and strategies have been captured in the Progress Reports of each of the eight major programs ((Office of Diversity, Equity and Inclusion will report in 2022)). The Operational Plans for each of the eight major programs

have been updated to reflect changes in organization, objectives and strategies. Strategies associated with the two documents “One Corps – One VMI. A Unifying Action Plan” and “VMI Inclusive Excellence, One Virginia Strategic Plan” have been reflected in the Operational Plans.

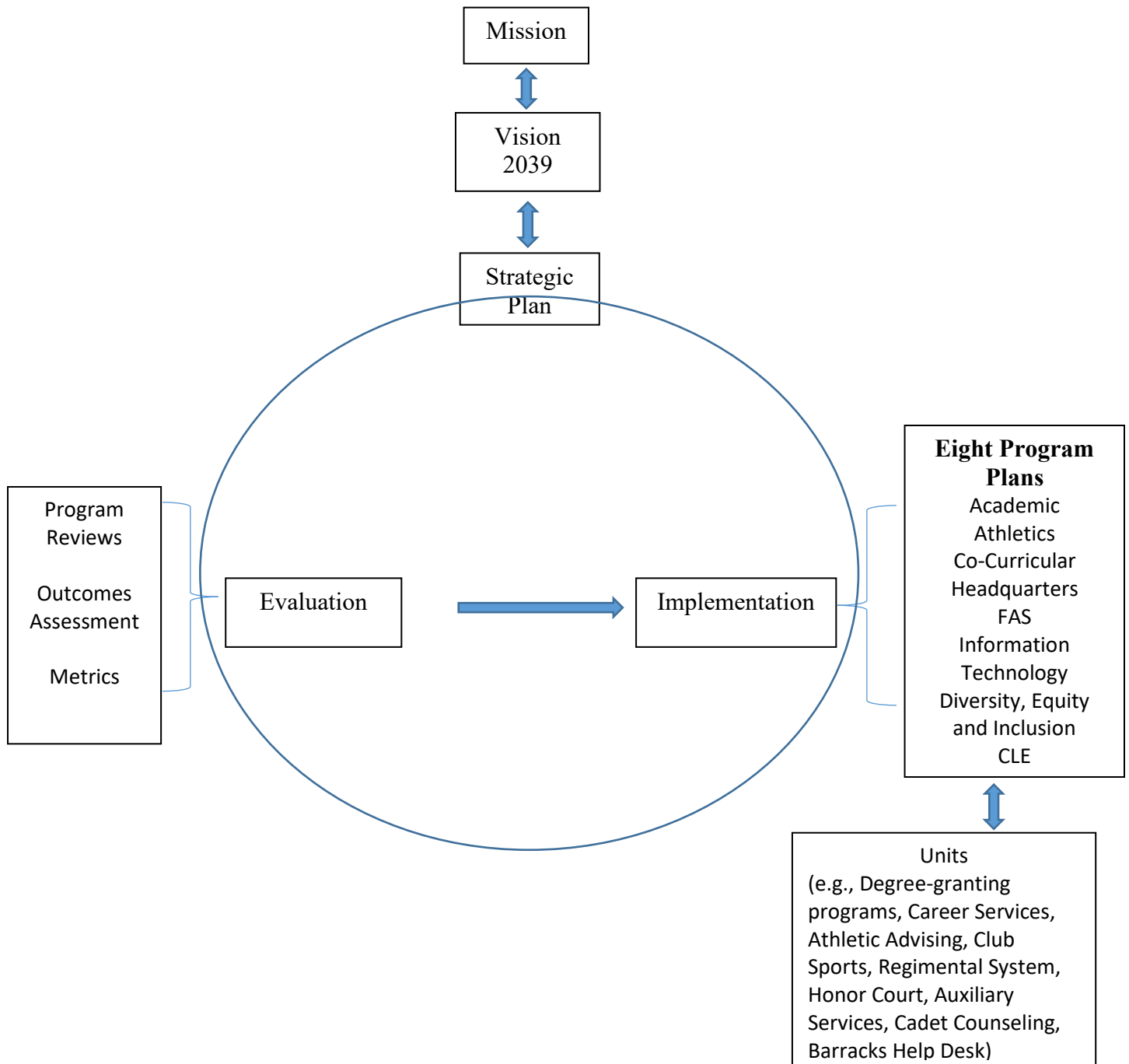
Regular, scheduled assessment of progress towards achieving the operational level objectives and strategies is inherent in the programs of the Institute.

The Strategic Plan is updated in September of each year. The timing of the update is completed with a focus on ensuring that budget requests take into account needs identified in the assessment, and, that new strategies and objectives are properly considered in the budget process. In early fall an assessment of progress and performance of the operational plans for the prior year’s Strategic Plan is conducted at the operational level. Instructions for this assessment are published separately in VMI’s General Order Number 77. In the fall, with the beginning of the new academic year, planning meetings, retreats and workshops are held to implement the strategic plan.

VMI Strategic Framework



Institute Planning



Section III Vision 2039

In 2003, following receipt of strategic guidance from the Board of Visitors, the Commonwealth of Virginia, and the Institute's accreditation agencies, the Superintendent appointed Focus Groups comprised of staff, faculty, cadets, alumni, parents, and other friends of the Institute to study, discuss, and make recommendations for agency programs in four areas: Academics, Military, Athletics, and, Physical and cultural environment. These groups met throughout the summer and fall of 2004 and made several hundred individual recommendations for program improvement.

With the assistance of his senior staff, the Superintendent analyzed the Focus Group recommendations, blending them with his strategic guidance and his personal assessment to produce *Vision 2039*, a document whose name was chosen to celebrate the coming bi-centennial anniversary of the founding of the Institute in 1839. *Vision 2039* was promulgated as a means to focus effort and resources, define a desired end state, and express the Superintendent's plans and intentions to all Institute stakeholders. The themes of Commonality of Purpose, Synchronization, and Integration are prevalent throughout the document. *Vision 2039* builds upon the rich traditions and history of VMI, while concentrating on executing efficiently, and planning for the future.

The Fourteen Simplified Descriptors of *Vision 2039* serve to identify main themes:

- I. A Military Institute and a Military Environment... Delivering a unique education
- II. Academic Reputation – The Premier Undergraduate College in America
- III. Renowned Honor System – #1 in the Nation
- IV. Partnerships with the Best USA Graduate Schools
- V. Balance of Arts, Sciences, and Engineering with greater than 50% in hard science and engineering
- VI. Corps of 1500 with 150 to 200 Female Cadets
- VII. Greater than 55% Virginia Cadets
- VIII. 70% Corps Commissioning (with growth in Guard and Reserve) “Citizen Soldiers”
- IX. Every Cadet an Athlete, Every Athlete a Cadet – Winning Sports Teams – the VMI way
- X. Leadership Development System – Program unsurpassed
- XI. Physical Plant – Beautiful, modern, technologically enhanced, and historic
- XII. Organizationally streamlined, efficient and communicative
- XIII. Proud, Disciplined, Civil Cadets.....and Graduates
- XIV. One Cohesive Team – Alumni, Agencies, BOV, the Institute, Parents and Friends

Vision 2039 was enthusiastically received by the VMI community and stakeholders, with strong endorsement from the Governor of the Commonwealth; the State Board of Higher Education; the Board of Visitors; and the boards of the VMI Foundation, the VMI Alumni Association, and the athletic booster organization, the Keydet Club. The Superintendent and his senior staff have made many presentations on ***Vision 2039*** to alumni groups and other bodies throughout the Nation, with uniformly warm and enthusiastic response.

In addition to program improvements, ***Vision 2039*** includes an extensive program of physical improvement to the historic VMI Post, which is described elsewhere in the *Post Master Facilities Plan* which is updated annually.

These 14 main themes, or objectives, of ***Vision 2039***, are repeated in Appendix A, along with Vision 2039 implementing strategies. These strategies are incorporated into the strategic planning of the Institute within the operational programs of the six major Institute programs.

Section IV

Institutional Outcome Goals

Study of the Mission and Vision of the Institute, and of guidance from the Commonwealth of Virginia led to the development of Institutional Outcome Goals to contribute to the strategic planning process. These goals are presented in three categories:

- Cadet Development Goals
- VMI Environmental Goals
- Commonwealth Goals

Cadet Development

Graduates must understand and demonstrate the following intellectual, military, moral-ethical, physical, and leadership goals to be prepared as leaders of character who serve the common defense as citizen-soldiers.

Understand:

- The responsibilities of the Citizen-Soldier and the application of a broad liberal education in the arts, sciences and engineering to those responsibilities
- The ideals of the American Constitution and the responsibilities of service to the Nation and its defense
- The values and ethical standards of commissioned service to the Nation

Demonstrate:

- The ability to anticipate and respond effectively to the uncertainties of a complex and changing world
- Intellectual curiosity, imagination, and creativity
- The ability to recognize moral issues and apply ethical considerations in decision-making
- The ability to act rationally and decisively under pressure
- Mastery of the basic military skills required for entry into commissioned service
- A commitment to physical fitness and wellness, including the physical skills required for entry into commissioned service

- The ability to understand and apply the art and science of leadership to inspire, motivate, and develop subordinates, accomplish organization goals, and lead in a complex and changing world.

VMI Cultural Environmental Goals

- E1. A physical plant that is historic, beautiful, modern, and technologically enhanced.
- E2. An effective capital projects program based on an annually updated Post Facilities Master Plan and funded from both public and private resources.
- E3. Effective preventive maintenance and deferred maintenance programs for all facilities and infrastructure systems.
- E4. A Post that at all times is uniform, clean, trimmed, military in appearance, and correct in its posture.
- E5. An organization structure, based on a military model that effectively coordinates all activities across the Institute and improves communication.
- E6. Proud, Disciplined, Civil Cadets... and Graduates.
- E7. All members of the VMI community are treated fairly and respectfully.
- E8. One cohesive team, with the Alumni, Alumni Agencies, Board of Visitors, Cadets, the Institute, Parents and Friends.
- E9. A Cadet Corps of 1500 with 150 to 200 female cadets, and over 55% of the cadets from Virginia.
- E10. Seventy percent of graduates receiving commissions in the armed forces to include the active, reserve and National Guard components.

Commonwealth Goals

- C1. Provide access to higher education to all qualified citizens of the Commonwealth through improved coordination of information and meet agreed-upon enrollment projections and degree estimates.
- C2. Manage the cost of tuition and fees to levels that ensure affordability, sustain enrollment, and inhibit the rate of student indebtedness.
- C3. Offer a broad range of undergraduate programs, consistent with the Institute's mission.
- C4. Maintain, through continuous review, assessment, and improvement, the high standards of the Institute's academic programs student achievement to the standards

established by the Commonwealth, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), and other relevant accreditation agencies.

C5. Facilitate the timely progress of cadets from initial enrollment to graduation in a manner that increases the number of degrees conferred over time.

C6. Contribute actively to efforts to stimulate the economic development of the Commonwealth and the local region of the Institute, including assessing regularly the extent to which the Institute's curricula and degree programs serve Commonwealth and regional needs and increasing the level of externally funded research at VMI.

C7. Consistent with the Institute's undergraduate mission, use the Sponsored Programs Office to increase the level of externally funded research and targeted consortia conducted at VMI to facilitate the transfer of technology from university research centers to private sector companies.

C8. Consistent with the Institute's mission, work actively and cooperate with elementary and secondary school administrators in public schools and divisions not having achieved full accreditation to improve student achievement, upgrade the knowledge and skills of teachers, and strengthen the leadership skills of school administrators.

C9. Meet Commonwealth performance indicators and performance benchmarks associated with its negotiated performance goals.

C10. Secure endorsement by the State Council of VMI's biennial six year plans as meeting statewide educational needs and objectives.

C11. Conduct VMI's business affairs in a manner that meets or exceeds the financial and administrative standards for public institutions of higher education.

C12. Retain all financial and operational authority (1) set forth the Virginia Higher Education Opportunity Act of 2011 and in the Restructured Higher Education Financial and Administrative Operations Act; (2) set forth in any memoranda of understanding; (3) set forth in any management agreements with the State; and (4) set forth in Level II Authority in Purchasing and Information Technology.

C13. Meet Goal # 12 of the Higher Education Restructuring Act which established 27 Best Practices for public safety standards at institutions of higher education.

C14. Consistent with the Institute mission, core values and vision for Cadet education and training, work actively to maintain and implement the planning initiatives of VMI's Diversity, Equity and Inclusion Strategic Plan which are: (1) expand academic advising support with emphasis on underrepresented Cadets, and (2) measure sense to belongingness through VMI's biennial Community Attitudes and Experiences survey.

Section V

VMI Strategic Plan

As discussed in Section II, the VMI Strategic Plan incorporates goals, strategies, and priorities derived from the VMI Outcome Goals, *Vision 2039*, and approved financial plans and priorities. The Institute plan is implemented in the Operational Plans of the eight operating programs of the Institute, and the Cadet Leader Development System, which, when implemented, extends across the boundaries of the eight programs. This section will describe the assignment of goals and strategies to the programs and the Leader Development System.

Cadet Development is primary to the basic educational mission of the Institute. It is assigned to all programs through the Cadet Development Outcome Goals which are listed within each Operational Plan. The programs develop specific objectives and strategies for their contribution to cadet development within their sphere of operations.

The ten Cultural Environmental Goals of Section IV include five of the simplified descriptors of *Vision 2039*. As appropriate to their mission, each program includes any of these goals that do not duplicate their *Vision 2039* responsibilities within their Operational Plan.

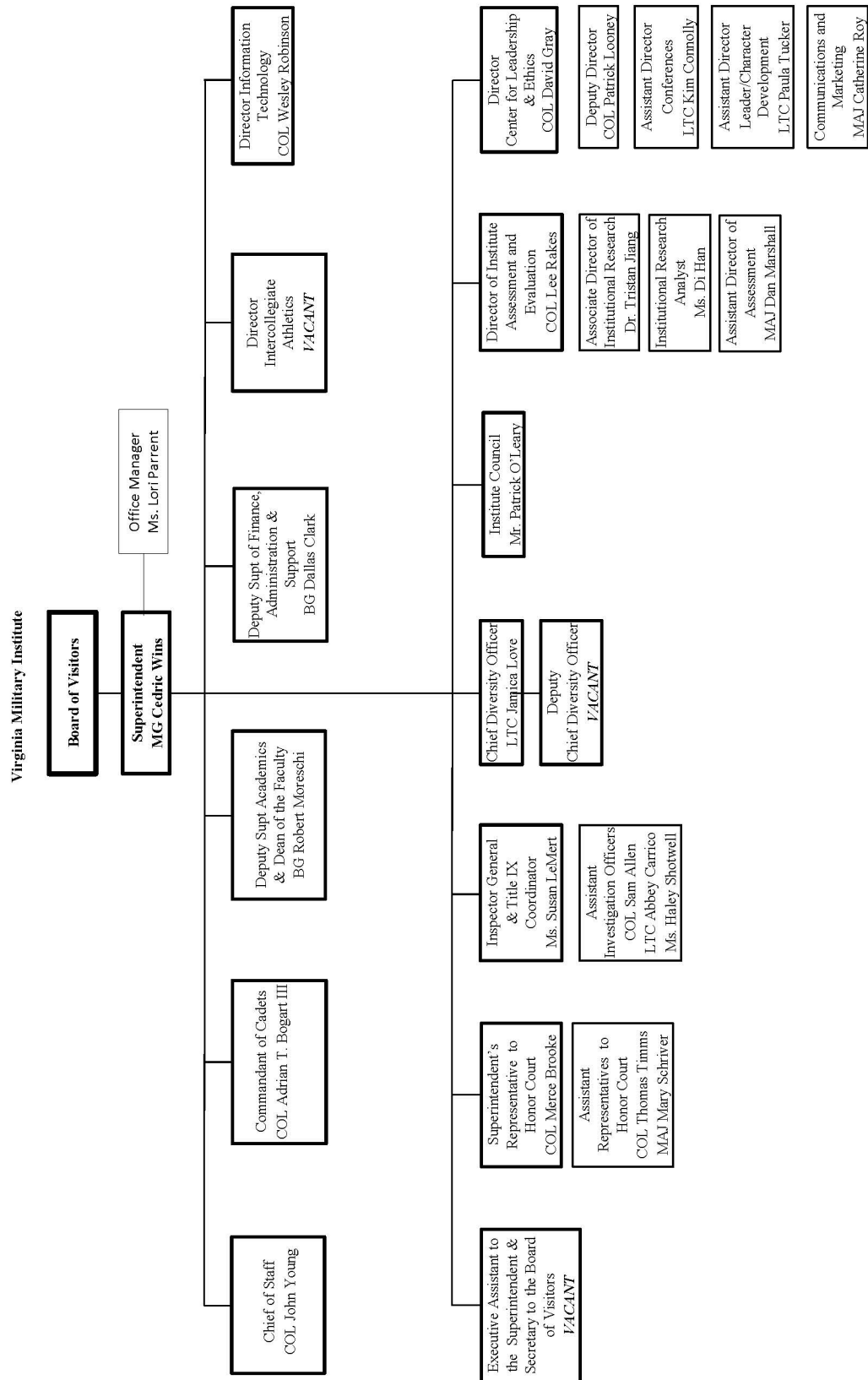
The Commonwealth Goals of Section IV are State requirements as announced in the 2005 *Restructured Higher Education Financial and Administrative Operations Act* and accepted by the VMI Board of Visitors in May 2005.

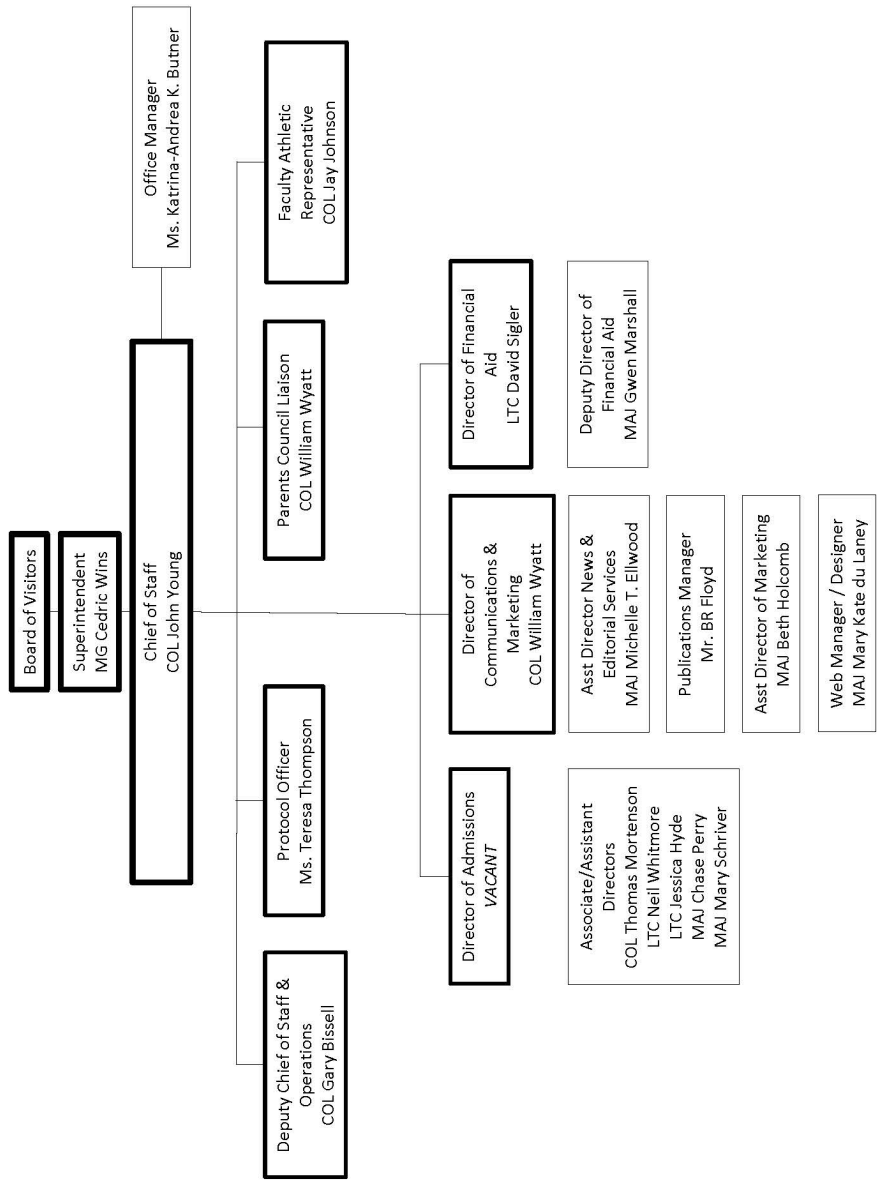
Vision 2039, as discussed in Section III, includes responsibilities to operating programs for execution, as assigned by the Superintendent.

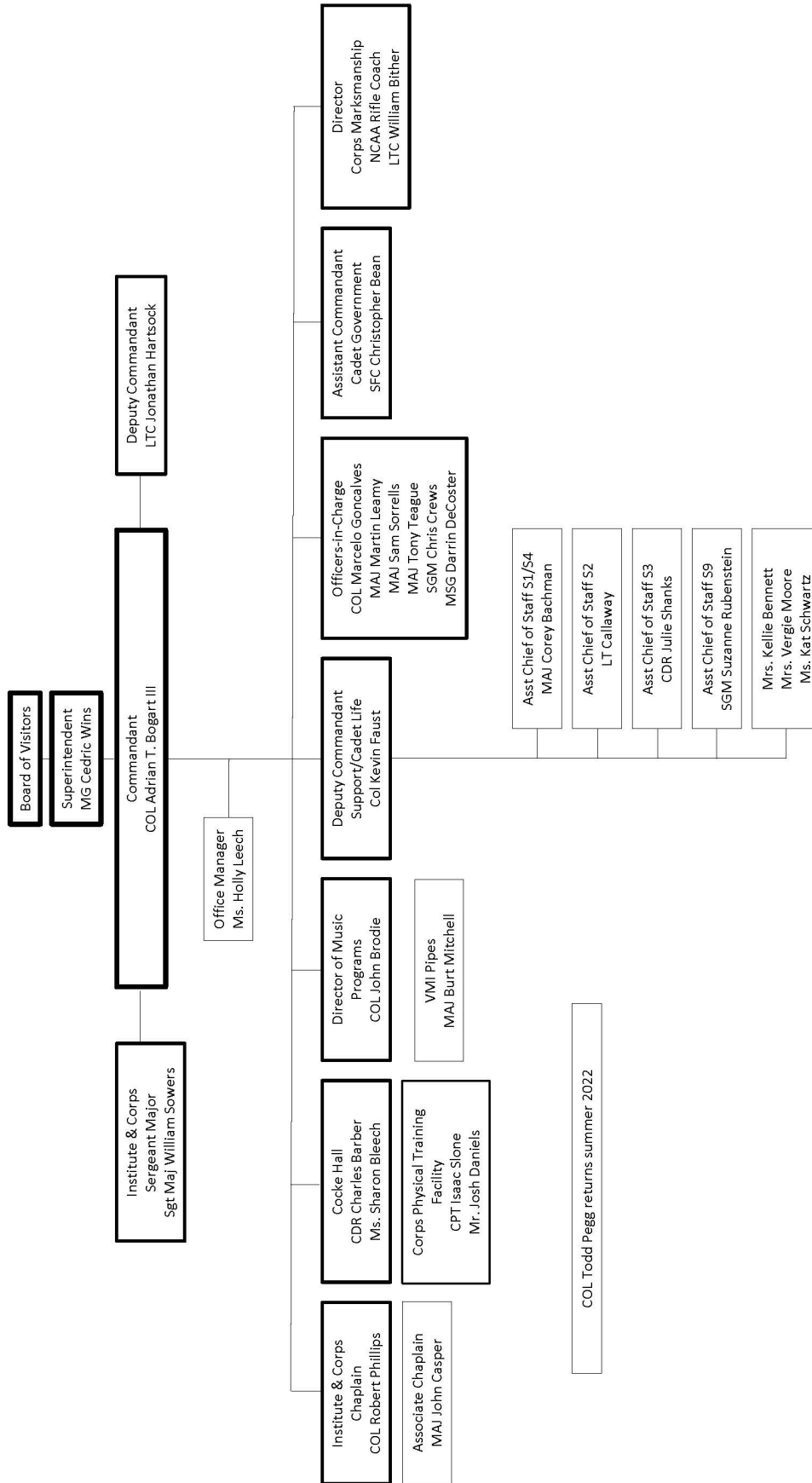
Section VI

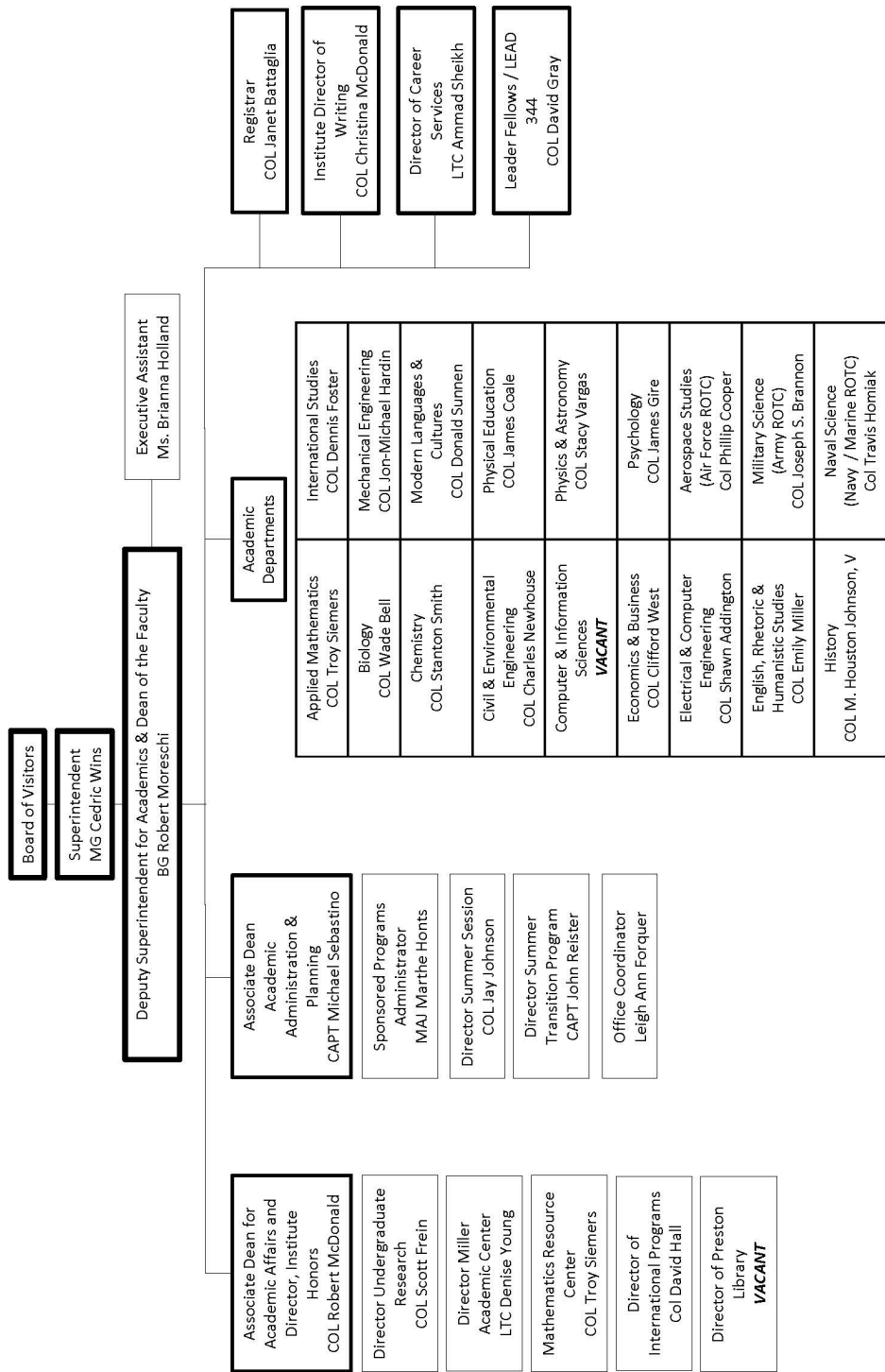
Organizational Chart

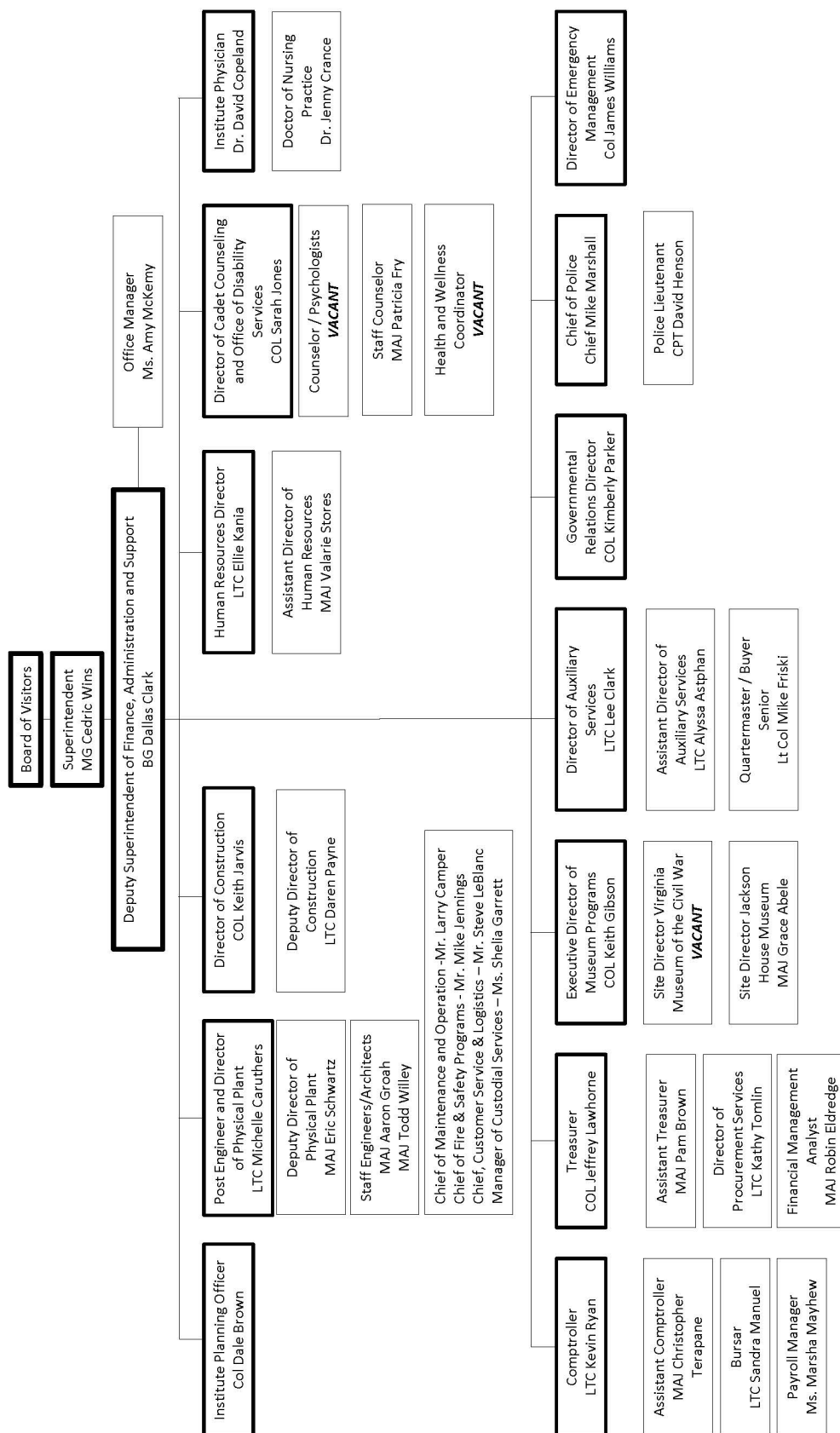
The VMI organization chart is distributed as needed, by the Chief of Staff. This document displays organizational structure and the names of principal administrative and faculty personnel.

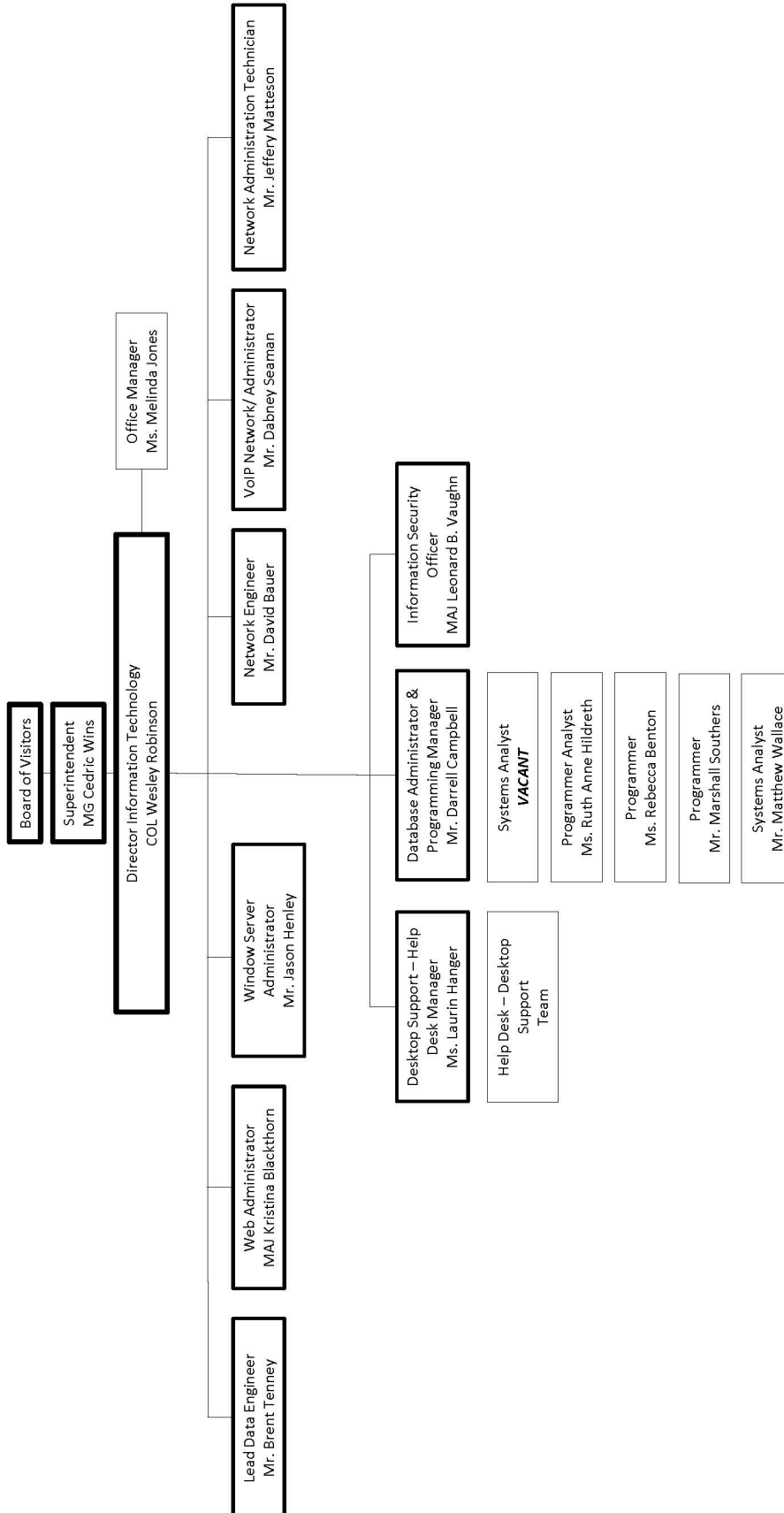


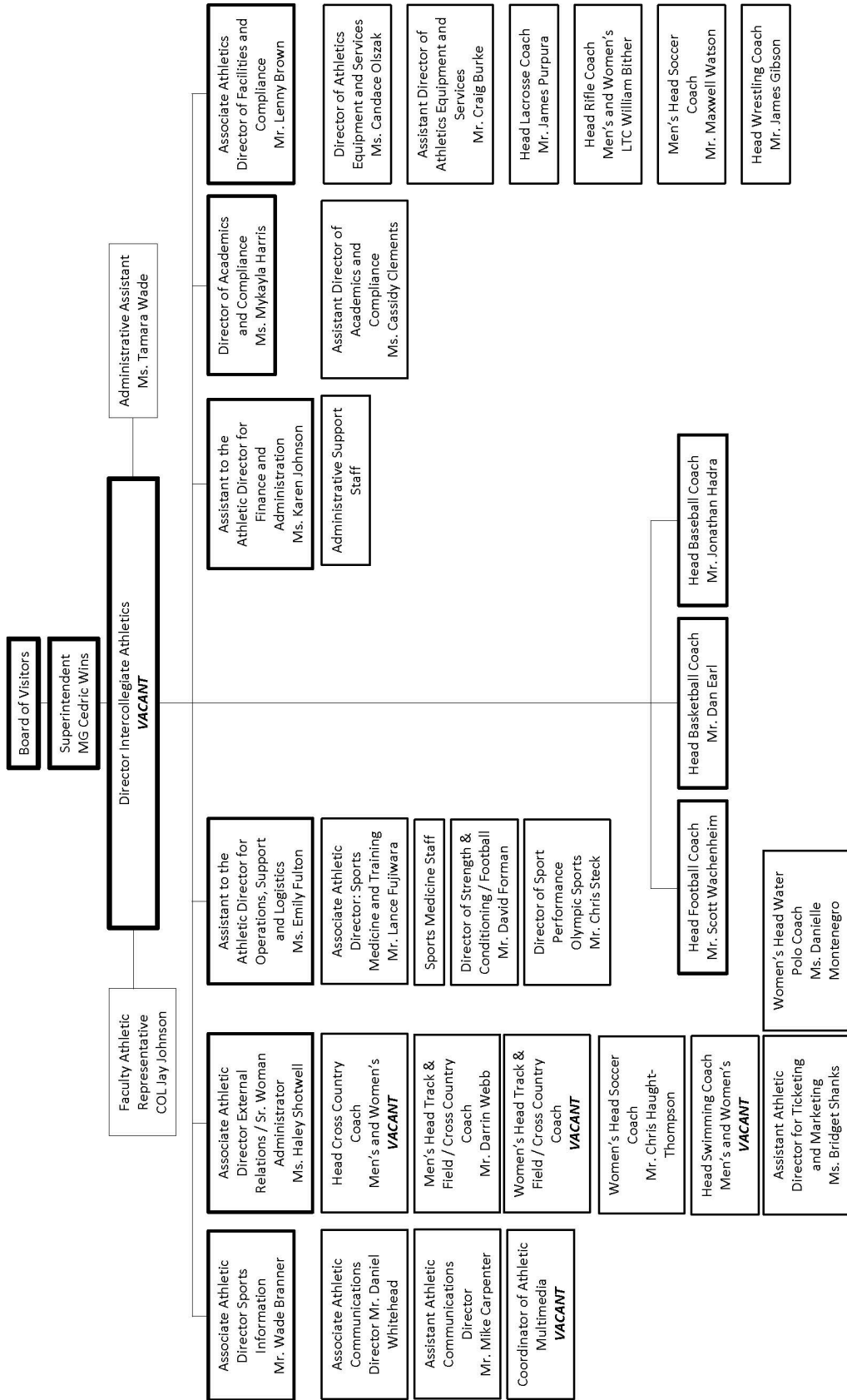












Section VII

Financial Summary

Overview

This section presents VMI's projected operating budgets (revenues and expenditures) for all of its programs and activities for FY 2022 to FY 2027. The funding required to implement the strategies enumerated in VMI's Strategic Plan (the Plan) will derive from the projected operating budgets and from any additional funds (state, private, or tuition and fees) that may become available.

VMI's FY 2022 Operating Budget totals approximately \$117 million and is projected to increase about 2% to 3% annually through FY 2027. The budget growth will be funded primarily from increases in cadet tuition and fees which comprise 51% of total revenue in FY 2022 and grow to 54% in FY 2027. State general fund appropriations provide about 22% of total revenue in FY 2022 with private support contributing about 23%. Other sources of income approximate 4% of total revenue and derive primarily from intercollegiate athletics, museum operations, conferences, and federal funds.

The average annual Corps size is projected to be about 1,617 in FY 2022 and average about 1,636 through FY 2027. The Corps consists of 63% Virginia cadets in FY 2022 and is projected to remain at approximately 63% through FY 2027.

VMI's spending per cadet will grow from about \$72,500 in FY 2022 to about \$80,500 in FY 2027. This spending increase reflects VMI's steadfast commitment to providing a quality education and leadership opportunities for all cadets as outlined in its Strategic Plan. VMI's operating budget already funds many of the strategies in the Plan and the growth in the operating budgets will help to address cost increases in these strategies and any new strategies.

Due to uncertainties associated with the State's budget, VMI does not anticipate any significant increase in new State funding for the next several years. So, no significant increases in State funding are included in the projected revenues.

Integration of the Strategic Plan and the Operating Budget

VMI adopts an annual operating budget at the May meeting of the Board of Visitors. The Deputy Superintendent for Finance, Administration and Support is responsible for development of the proposed budget with input from VMI's senior executive officers, the Superintendent, and the Audit, Finance and Planning Committee (AFP) of the Board of Visitors. The Institute Planning Committee Policy Group (Policy Group), which is comprised of the senior executive officers, constitutes the Budget Committee and is responsible for updates to the Strategic Plan in coordination with the strategic planning cycle (see Assessment, Planning and Budget Calendar). The Policy Group also helps to develop the proposed budget that goes to the Superintendent for his approval and then to

the Board of Visitors AFP Committee for its recommendation to the full Board of Visitors in May.

VMI's Strategic Plan is the principal source of guidance and direction in the formulation of the annual operating budget. VMI's comprehensive budget process assures that high priority is given to funding the strategies as outlined in the Strategic Plan. The process includes the allocation of new resources and the reallocation of existing resources as necessary to ensure that the highest priority budget requests are considered for funding. The Six-Year Financial Plan is included in the Strategic Plan to show the magnitude of the financial commitment. VMI updates its Strategic Plan annually to reflect the results of assessments of activities and other important events and actions for the past year so that appropriate budget decisions will be made.

VMI 6-Year Financial Plan

Projected Revenues and Expenditures

	6-Year Projection					
	2022	2023	2024	2025	2026	2027
<i>Revenues and Support</i>						
Educational and General	48,898,088	49,958,320	52,182,719	53,253,019	54,517,896	55,821,245
Auxiliary Enterprises	23,776,610	24,575,656	25,785,751	26,213,672	26,929,460	27,478,007
Unique Military Activities	9,575,655	9,714,551	10,029,086	10,113,715	10,299,205	10,434,724
State Cadet Financial Assistance	1,145,000	1,156,450	1,168,015	1,179,695	1,191,492	1,203,407
Local Unrestricted	10,451,633	11,015,422	11,342,950	11,452,870	11,633,722	12,008,778
Local Restricted	22,722,000	22,637,058	23,061,144	23,495,955	23,941,765	24,398,852
Total Revenues and Support	116,568,985	119,057,457	123,569,665	125,708,925	128,513,539	131,345,013

Expenditures

Educational and General	48,898,088	49,958,320	52,182,719	53,253,019	54,517,896	55,821,245
Auxiliary Enterprises	24,213,490	26,022,998	26,497,682	27,132,130	26,909,818	27,597,832
Unique Military Activities	9,575,655	9,714,551	10,029,086	10,113,715	10,299,205	10,434,724
State Cadet Financial Assistance	1,145,000	1,156,450	1,168,015	1,179,695	1,191,492	1,203,407
Local Unrestricted	10,571,551	11,110,189	11,325,713	11,474,465	11,695,005	12,110,623
Local Restricted	22,722,000	22,637,058	23,061,144	23,495,955	23,941,765	24,398,852
Total Expenditures	117,125,783	120,599,566	124,264,358	126,648,978	128,555,181	131,566,683

Excess (Deficiency) Revenue
Add: Beginning Fund Balance
Ending Fund Balance

(556,798)	(1,542,109)	(694,693)	(940,053)	(41,642)	(221,670)
24,896,626	24,339,829	22,797,720	22,103,027	21,162,973	21,121,332
24,339,829	22,797,720	22,103,027	21,162,973	21,121,332	20,899,661

Details of Fund Balance

Aux	20,739,487	19,292,144	18,580,214	17,661,756	17,681,397	17,561,572
Local Unrestricted	3,600,342	3,505,576	3,522,813	3,501,217	3,439,934	3,338,089
Total Fund Balance	24,339,829	22,797,720	22,103,027	21,162,973	21,121,331	20,899,661

Total expenditures above
% Inc
Average Corps Size
Spending per cadet
% Inc

117,125,783	120,599,566	124,264,358	126,648,978	128,555,181	131,566,683
7.3%	3.0%	3.0%	1.9%	1.5%	2.3%
1,617	1,626	1,651	1,634	1,634	1,634
72,452	74,174	75,272	77,524	78,690	80,534
10.4%	2.3%	1.5%	2.9%	1.5%	2.3%

Assessment, Planning, and Budget Calendar

July	Members of Institute Planning Committee (IPC) Policy Group submit their Final Program Operations Reports to Chief of Staff and Superintendent with copies to OAIR. These reports present evidence obtained during the last 12 months of achieving goals published in the last operations plans.
July	Members of IPC Policy Group submit their requests for essential or critical assessment-based adjustments to program-level budgets to Finance, Administration and Support (FAS).
August	Members of IPC Policy Group submit their Final Program-level Operations Plans (reflecting final adjustments to goals and budget) to Chief of Staff, Superintendent, and Office of Assessment and Institutional Research (OAIR).
August	Institute Strategic Plan Update is submitted to the Superintendent by the IPC through the Institute Planning Officer. Superintendent recommends approval to the Board of Visitors.
1st Monday in September	Copies of Final Program Operations Reports and Final Program Operations Plans submitted to Institute Planning Officer.
September	VMI Board of Visitors approves the VMI Strategic Plan Update.
December	Governor presents his proposed State Biennial Budget for odd year and amendments in even years to the General Assembly money committees.
Early-January	IPC Budget Committee reviews VMI Budget process and calendar.
Mid-January	Members of IPC Policy Group submit their Interim Program Operations Reports to the Chief of Staff with a copy to OAIR. The reports present evidence obtained from July through December of achieving goals published in the last operations plans.

January	FAS sends senior executive officers the preliminary FY budgets for their areas of responsibilities (for distribution to their department heads) along with instructions for submitting requests.
Mid-February	Members of IPC Policy Group submit their Interim Program Operations Plans for the next year, responding to findings published in Interim Program Operations Reports.
Mid-February	Members of IPC Policy Group submit their budget priority requests to FAS. The document explains how the proposed funding will support the achievement of institutional- and related program-level goals and highlight any request arising from formal assessment activities.
February	BOV Meeting – Present preliminary tuition and fees estimate for upcoming fiscal year and obtain budget guidance.
Late- February	IPC Meeting Budget Committee meeting.
Late-February	IPC Meeting (Budget Committee) – FAS presents VMI’s preliminary budget overview and key assumptions.
1 March	Senior executive officers submit their budget requests to FAS in priority order with brief justification.
1 March	VMI receives FY preliminary private funds budget from VMI Alumni Agencies.
Early- March	FAS compiles budget requests.
Early- March	General Assembly adopts the State Budget and adjourns.
Mid- March	Deputy Superintendent for FAS meets with Superintendent to determine the need for senior executive officers to prepare budget reduction plans for possible implementation should additional funds be needed to fund high priority items.
Late-March	IPC Meeting (Budget Committee) – reviews proposed private unrestricted funds budget and the need for budget reduction plans, and FAS presents preliminary straw man proposal for funding budget requests (consistent with VMI’s revenue estimates, Strategic Plan, and guidance from the Superintendent and Board of Visitors) and obtains Budget Committee input.

Late-March	Deputy Superintendent for FAS meets with Finance Committee of the VMI Foundation to discuss proposed private unrestricted funds budget.
April	Jackson-Hope Board of Overseers Meeting.
Early- April	IPC Meeting (Budget Committee) – Review the updated straw man proposal as approved by the Superintendent.
Early- April	General Assembly veto session.
Mid- April	IPC Meeting (Budget Committee) – Review final budget proposal prior to submission to BOV AFP Committee.
Mid-April	FAS submits budget proposal to Audit, Finance and Planning Committee of the Board of Visitors.
Mid- April	IPC Meeting (Budget Committee) – Review any comments from Audit, Finance and Planning Committee regarding budget proposal.
Late- April	FAS mails proposed budget to all members of the Board of Visitors.
May	Board of Visitors Meeting (adopt budget).
May	IAC submits brief report to IPC on cross-cutting themes and issues appearing in surveys.
May	VMI submits requests for capital and maintenance reserve projects in six-year plan to DPB.
June	FAS sends final budget to Members of IPC Policy Group.

APPENDIX

VISION 2039

OBJECTIVES AND STRATEGIES

I. A Military Institute and a Military Environment Delivering a unique education.

- A. Design a VMI Leader Development Program that integrates a four-year set of intellectual, military, physical and moral-ethical experiences that develops the specific attributes and characteristics needed for our graduates to serve as leaders of character who serve the common defense as citizen-soldiers.
- B. Develop a mission, goals and objectives, and a systematic and comprehensive assessment plan for the Corps of Cadets Program, including the Regimental System, Class System and Ratline.
- C. Review the daily structure of cadet life to ensure maximum integration of cadet activities to increase opportunities for excellence in all cadet experiences. Enhanced time management and decision-making skills and improved personal accountability are central objectives of this review. The cadet's daily schedule must be filled with demanding academic and physical activities within a military culture that demands accountability, promotes cohesion, provides leadership challenges, and offers the opportunity to attain excellence.
- D. Implement the newly-designed four-year cadetship model to facilitate a cadet's full participation in all aspects of cadet activities to include study abroad, summer school, internships, NCAA participation, undergraduate research, and commissioning, while performing cadet duties.
- E. Eliminate the incongruence between the VMI system and the professional military model.
- F. Establish an initial orientation and a sustained integrated training that educates faculty, staff, coaches and workers at VMI with particular emphasis on its military culture, standards of excellence by all, and shared duty information.
- G. Maintain a Uniform Board made up of faculty, staff, and cadets to recommend improvement and changes to the VMI uniforms. The purpose of the Uniform Board is to keep the number of uniform items to a minimum while ensuring the highest standards of appearance for the Corps of Cadets.
- H. Develop an assessment program which assesses the effectiveness of key Institute systems and programs through surveying of cadets, focus groups, and other assessment instruments regularly and across multiple points of time.

II. Academic Reputation – The Premier Undergraduate College in America.

- A. Review core curriculum to assess its support of the Academic Program's new set of educational goals for Vision 2039; identify strengths and weaknesses; assess resource implications of needed changes; and recommend curricular adjustments and a timeline for

implementation, as required. Specific items for study include, but are not limited to, the development and curricular placement of a common course in leadership; the development of a “common” ROTC experience at VMI for both commissioning and non-commissioning cadets; the development of a required course in the fourth class and second class years that facilitates the transition from high school to the Institute and from the Institute to post-graduate life and equips cadets with important social and professional skills needed for success.

- B. Enhance majors, minors, and interdisciplinary programs.
- C. Promote opportunities beyond the core and major curricula that broaden cadets' perspectives.
- D. Develop cadets into graduates who are prepared to lead, to exercise sound moral-ethical judgment, and to participate actively not only in their professions but also in their communities.
- E. Improve VMI’s ability to recruit nationally and compete for the top candidates for all full-time faculty positions and to retain the most outstanding faculty.
- F. Improve the regular availability of resources for enhancing teaching, including technology and technological training.
- G. Increase the quantity and quality of the prospective cadet applicant pool.
- H. Improve VMI’s ability to identify, fully develop, and retain cadets.
- I. Provide academic support and cadet services that support and enhance academic success, personal development, and preparation for work and graduate or professional schools.
- J. Assess all academic programs and academic support services to ensure they support the Institute’s goals and objectives and conform to professional standards for educational assessment.

III. Renowned Honor System - #1 in the Nation.

- A. Articulate, as a component of the VMI Leader Development Program, the VMI Honor Program’s major elements—philosophy, organization, procedures, four-year education program, and assessment plan.
- B. Place emphasis on the careful selection of the Superintendent’s Representatives to the Honor Court and meet with them and the Court regularly.
- C. Assess the current cadet accountability and certification processes to ensure they are in consonance with the Honor System.

IV. 25 Partnerships with the Best USA Graduate Schools.

A. Identify graduate and professional schools programs that allow opportunities for participation by all interested VMI graduates and develop relationships with these schools.

V. Balance of Arts, Sciences, and Engineering with greater than 50% in hard science and engineering.

A. Balance enrollments in arts, sciences, and engineering with greater than 50% in science and engineering. For the purpose of balancing STEM with non-STEM disciplines, STEM will include the three engineering departments, computer science, math, physics, chemistry, biology, and psychology.

B. Develop a plan to meet goal in balanced fashion with gradual change along a continuum as the Corps grows to 1700.

C. Renovate Maury-Brooke Hall (New Science Building).

VI. Corps of 1500 with 200 Female Cadets.

A. Develop a plan to identify additional resources required to sustain excellence during and after expansion and program resources for additional faculty, ROTC staff, laboratories and classrooms, and other facilities needed.

B. Assess VMI Admissions' Model to allow for proper size of future classes, focusing on the right mix of academic majors, numbers of women, minorities, and athletes to sustain viable numbers and programs while enhancing quality.

C. Maintain a communications and marketing plan with the appropriate admissions staff capable of reaching the target audience that allows continued improvement in the numbers and quality of students admitted to VMI.

D. Maintain a female VMI graduate in the Office of Admissions to enhance female recruiting.

E. Hold a conference to examine recruiting and retention issues which impact future goals for Vision 2039 for women, minorities, commissioning, science and engineering graduates and in-state cadets. The conference should develop strategies for admissions to work with the Alumni Agencies, the VMI faculty and staff and to provide feedback to the administration on other issues as appropriate.

G. Review and consider Focus Group Recommendations for improving the integration and retention of women.

H. Build 3rd Barracks and modernize current Barracks.

VII. Greater than 55% Virginia Cadets.

- A. Develop a plan to reach greater than 55% Virginia cadets in the Corps as it expands to 1500.
- B. Conduct detailed in-State/out-of-State tuition study with 6 year projections.

VIII. 70% Corps Commissioning (with growth in Guard and Reserve)

- A. Review the core curriculum to ensure full coverage of the Academic Program's uniform set of educational goals, giving special consideration to the development of a common ROTC experience and the elimination of non-contracted leadership laboratories.
- B. Develop program between ROTC departments and athletic coaches to commission eligible athletes; assign ROTC liaison to each athletic team.
- C. Enforce the VMI medical standards for admission to ensure cadets can fully and successfully complete program requirements as well as increasing commissioning opportunities. The medical evaluation process must ensure applicants can participate in the full VMI experience without doing harm to themselves or others.
- D. Educate cadets on graduate school opportunities after commissioning and encourage faculty support of the program to include tracking of commissioned graduates. Identify academic departments most closely allied with agreement partners and charge them with promoting opportunities to cadets and providing liaison for graduates seeking graduate and professional school admissions. The charge includes promoting opportunities for commissioning cadets, both during and following military service.
- E. Develop Virginia Military Scholarship program secure approval of the Governor and General Assembly.
- F. Maintain a Virginia National Guard Detachment at VMI to support increased National Guard commissioning at VMI.
- G. Explore a similar initiative with the US Army Reserve.
- H. Develop education plan for VMI faculty, staff and coaches on ROTC programs.
- I. Properly size VMI ROTC programs to ensure maximum commissioning opportunities for all.
- J. Develop a joint ROTC brochure available for admissions and alumni recruiters to use at college fairs, open house programs, and other recruiting events.
- K. Expand cadet interactions with visiting senior military leaders and recent graduates returning from combat tours.

L. Build addition and renovation of Kilbourne Hall.

IX. Every Cadet an Athlete – Winning Sports Teams – the VMI way.

A. Develop a comprehensive Physical Development Program for VMI that integrates the physical elements of the four-year VMI experience into the VMI Leader Development Program.

B. Conduct a thorough analysis of each NCAA Sport with DIA.

C. Develop a robust, yet focused and physical, club sports program which allows cadets who cannot play at the NCAA level to still compete in team sports.

D. Develop structured intramural program for cadets who neither participate in the NCAA nor Clubs sports program to ensure a maximum level of physical activity.

E. Massively improve all athletic facilities across the Post to support NCAA, club sports, and intramurals.

F. Build additional weight room facilities to allow all NCAA athletes and the rest of the Corps, faculty, and staff to have an opportunity to use them. (Renovate Cocke Hall).

G. Fully develop and build the North Post Leadership complex. (Military and Leadership Field Training Grounds LFTG Phase I) (Phase II – Leadership Reaction Course and Physical Plant Facility).

H. Build Olympic Field house complex. (Indoor Fitness Training Facility).

I. Build Olympic Aquatic center.

J. Modernize Clarkson McKenna, Practice Field, and Alumni Field and renovate Foster Stadium.

K. Renovate and expand the baseball field. (Gray-Minor Stadium).

L. Build lacrosse-soccer multipurpose stadium. (Military and Leadership Field Training Grounds).

M. Renovate Clarkson-McKenna weight room.

X. Leadership Development System – Program unsurpassed.

A. Design a VMI Leader Development Program that integrates a four-year set of intellectual, military, physical and moral-ethical experiences that develops the specific attributes and characteristics needed for our graduates to serve as leaders of character who serve the common defense as citizen-soldiers.

- B. Build a Center for Leadership and Ethics that supports the best leadership programs, seminars and symposia to occur at VMI to further enhance and build upon the academic programs.
- C. Hire Director for the Ethics/and Leadership Center early to develop programs and integrate across the Institute.
- D. Implement and standardize a valid leadership/follower performance appraisal and feedback process for cadets to be rated on their leadership strengths and weaknesses.
- E. Review all cadet activities for their contribution to cadet leader development, fitness for efficiency of character, learning and physical welfare.
- F. Develop an assessment plan to determine effectiveness of this program.
- G. Institutionalizing the cadet rank selection process to ensure all cadets are properly assessed/evaluated for opportunities to assume leadership roles in the Cadet Regiment, Officer of the Guard Association, Cadet Equity Association, etc.

XI. Physical Plant – Beautiful, modern, technologically enhanced, and historic.

- A. Hire new Post Engineer and reorganize Building and Grounds structure; build new facility at Lackey Farm. (Hinty Hall).
- B. Implement an effective preventive maintenance program.
- C. Develop plan to fix infrastructure problems on the post roads, sidewalks, fences, utilities, etc. and commence execution.
- D. Create Post-wide Spring Clean-up programs to beautify the Post and dispose of broken and unneeded equipment, turn-in accountable property, clean up areas that have fallen into disrepair, etc.
- E. Review Post Facilities Master Plan annually. (Ensure appropriate needs are being planned for and to fix deficiencies. This includes housing, parking needs, acquiring land, etc., and additional facilities and capabilities resulting from expansion).
- F. Develop policies, plan and procedures for the integrated installation of technology across the post.
- G. Develop Post-wide Security Plan (Incorporate security needs as new construction comes on line with existing post security forces and procedures).
- H. Develop plan for historic upgrades (inside academic and administrative facilities, and on the Post).
- I. Erect several post map boards and standardize signage on post.

- J. Develop a long term plan for the creation of a welcome center (a one-stop information and welcome center for VMI visitors and guests. This facility could also include the VMI Office of Admissions and the VMI Museum).
- K. Erect plaques in 3rd Barracks to honor post-Korean War graduates KIA.
- L. Prepare for massive construction over a decade by hiring construction manager(s) as necessary to ensure timeliness and excellence.
- M. Maintain a post that at all times is uniform, polices, trimmed, and looks military and correct in its posture.
- N. Maintain current the Post housing study.
- O. Maintain current the Post parking study.

XII. Organizationally streamlined, efficient and communicative.

- A. Maintain an organizational structure with a Chief of Staff and Superintendent Direct-Reports along a military model. Primary function is to coordinate all activities across the Institute and improve communication.
- B. Develop a multi-media command briefing presentation that articulates the essence of VMI and can be given to Distinguished Visitors and Guests of the Institute.
- C. Develop a strategic Communications and Marketing plan that integrates all the needs of subordinate elements of the Institute; reorganize and appropriately staff the Communications and Marketing office to best serve the needs of the Institute.
- D. Conduct frequent In-Progress Reviews (IPRs) of all major events to ensure proper coordination and planning is conducted and to find ways to improve, save resources and better serve the Institute.
- E. Conduct critiques and hot washes of all major VMI events to find ways to improve, save resources, and better serve the Institute.
- F. Review VMI calendar process and improve. Look at reducing external requirements on cadets and their time. Extend calendar look from 2 to 3 years and coordinate externally with Washington and Lee University to resolve conflicts in schedule early in the planning process.
- G. Publish VMI academic calendar as early as possible to assist cadets and their parents in planning.
- H. Create a Capstone regulation for the Institute that incorporates the numerous publications and regulations and brings structure, accountability, and orderliness to the process. Eliminate, combine and update all regulations and policies.

- I. Establish a thoroughly coordinated daily operating calendar focused on cadets and their day.
- J. Establish an IPC structure that communicates, ensures financial and accountability correctness, and coordinates for VMI, efficiency and performance.
- K. Produce a Vision 2039 Marketing Brochure.

XIII. Proud, Disciplined, Civil Cadets.....and Graduates.

- A. Create a campaign to actively tell the VMI story in the media. New strategic communications and marketing plan that incorporates positive events about VMI cadets and its graduates and recognition bestowed on the Institute.
- B. Ensure all events held on Post are done in such a manner that brings pride and honor to the Institute.
- C. Recognize the cadets called to active duty in the War on Terror and make every effort to facilitate readmission and successful readjustment into the Corps of Cadets.
- D. Ensure that all members of the VMI community are treated fairly and respectfully.
- E. Write clear policies on the use of alcohol, drugs, and contraband on the Post and enforce them.

XIV. One Cohesive Team – Alumni, Agencies, BOV, the Institute, Parents and Friends.

- A. Review Institute publications, both internal and external, in an effort to more effectively communicate the VMI message in a more coherent manner.
- B. Use Vision 2039 as a point of reference for the VMI family to focus on building a better VMI for the future.
- C. Coordinate updated information briefings and presentations to the various VMI constituencies routinely.
- D. Include alumni agencies in VMI staff calls.
- E. Establish a 2039 Agency Directors' monthly meeting with the Superintendent.
- F. Institutionalize and reorder the Parents Council with by-laws, duties, and communication strategies.
- G. Review Institute Governmental Relations policy and procedures to ensure the entire VMI family transmits a consistent, focused, and coordinated message.