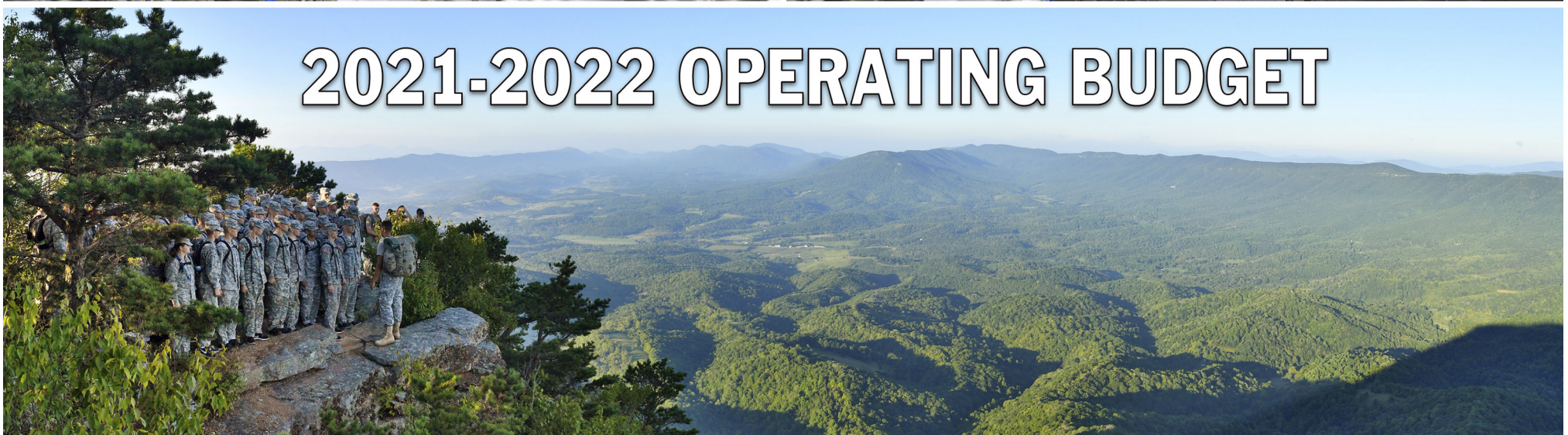


WMI



2021-2022 OPERATING BUDGET



VIRGINIA MILITARY INSTITUTE

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30 April 2021

MEMORANDUM

TO: The Board of Visitors

THROUGH: The Audit, Finance and Planning Committee

SUBJECT: Proposed Operating Budget FY 2022

The FY 2022 Operating Budget includes State general funds of \$21.6 million for an increase of \$2.4 million or 12.2% from the FY 2021 budget.

The Fall 2021 opening enrollment is budgeted to be 1,697 and includes 500 new cadets with 63% of the total Corps from Virginia. This is a budgeted enrollment increase from the FY 2021 budget of 0.2% and a decrease from the actual of 1.3%. The average enrollment for FY 2022 is projected to be 1,617 compared to 1,663 in FY 2021.

The budget provides for a 5% State-initiated salary increase for employees and State-mandated increases in employer contribution rates for health insurance of about 3.35%.

During the May Board of Visitors meeting, the Deputy Superintendent for Finance, Administration and Support will present budget scenarios of total tuition and mandatory fee increase ranging from 0.9% to 3.2%. The Board will receive public comment and will approve the tuition and mandatory fee rate for FY 2022.

I recommend approval of the FY 2022 Operating Budget based upon the rates approved by the Board at the May 2021 meeting.



Cedric T. Wins
Major General, U.S. Army (Retired)
Superintendent



Budget Contents

	Page
Executive Summary	1
Budget At A Glance	15
General Information	23
Significant Budget Assumptions	30
State Funds	48
Local Funds	81
Supplementary Information	114

Executive Summary

Executive Summary

FY 2022 Operating Budget

1. The Budget is comprised of three main sources of operating funds that total \$99,513,000:
 - State General Funds of \$21,571,000, a 12% increase from FY 2021 for a total increase of \$2,306,000 (Exhibit 1).
 - Cadet tuition/fees and other revenue total \$54,725,000, an increase of \$1,768,000 or 3.3% from FY 2021 (Exhibit 2).
 - Private fund support primarily from the VMI Alumni Agencies of \$23,217,000, a decrease of \$8,000. This consists of \$2,351,000 in unrestricted funds (10%) and \$20,866,000 in restricted funds (90%). (Exhibit 3).
2. The Budget includes cadet financial assistance from all sources of \$17,492,000, a decrease of \$184,000 or 1%. This decrease is primarily a result of reducing aid from Cadet Tuition and Fees from \$3.7 million to \$3.2 million, offset by other scholarship increases. (Exhibit 4).
3. The Budget for all programs is \$117,005,000, an increase of \$3,882,000 over the prior year (Exhibits 5 and 6).
4. The Educational and General Program (E&G) Budget totals \$56,999,000, an increase of \$3,124,000 from FY 2021. Most of this increase is due to the \$2.3 million increase in General Funds, the remainder is a result of the tuition and fee increase and reduction in tuition revenue used for financial aid. (Exhibit 7).
5. The Budget includes 500 new cadets (60% Virginians and 40% Non-Virginians) and a total Corps of 1,697 (63% Virginians and 37% Non-Virginians). For FY 2022, this is an increase of 4 cadets in the total Corps compared to the FY 2021 budget and 23 less than the 2021 actual (Exhibit 8). The average enrollment for FY 2022 (fall and spring) is budgeted to be 1,617.

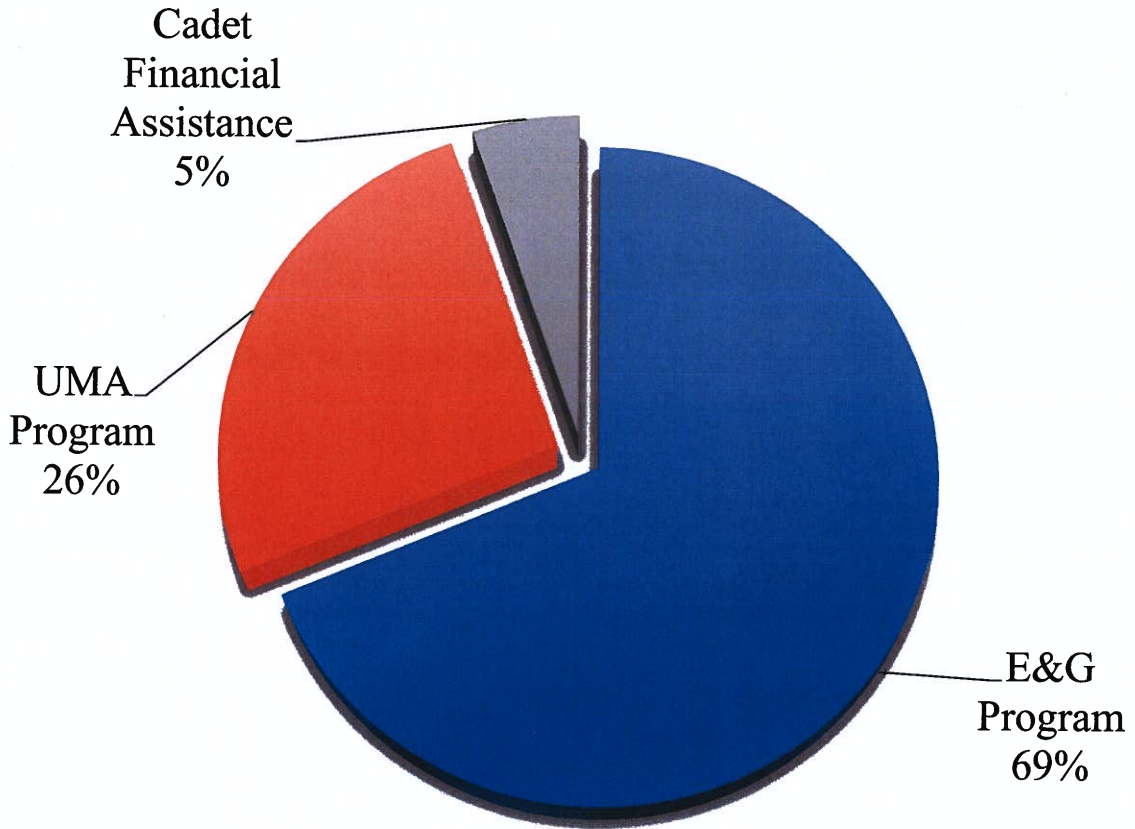
6. Tuition and fees for in-state cadets total \$30,032 and represent an increase of \$762 or 2.6% over FY 2021. Tuition and fees for out-of-state cadets total \$58,686 and represent an increase of \$1,406 or 2.5% (Exhibit 9).
7. For FY 2022, the State approved a 5% salary increase for full-time faculty, administrative & professional staff, and classified employees. VMI budgeted a 5% increase for adjunct faculty and part-time staff and will fund the additional cost of this increase.

Total personnel costs are budgeted for \$63.2 million or 63.5% of the total Budget (excluding cadet financial aid) and include 620 full-time positions (personnel costs comprise 80% of the State E&G budget which has 393 or 63% of the full-time positions). This is an increase of \$3.4 million or 5.6% over 2021 due in large part to the 5% state mandated salary increase (Exhibit 10). See the Significant Budget Assumptions—Details of New Employees and Other Changes for information on the new employee positions.

8. The Budget projects a year-end Auxiliary Fund Balance (30 June 2021) of \$16.8 million (Exhibit 11).

State General Funds

	FY 2021	FY 2022	Inc (Dec)	%
E&G Program	12,537,000	14,816,000	2,279,000	18.2%
UMA Program	5,610,000	5,610,000	-	0.0%
Cadet Financial Assistance	1,118,000	1,145,000	27,000	2.4%
Total State General Funds	19,265,000	21,571,000	2,306,000	12.0%



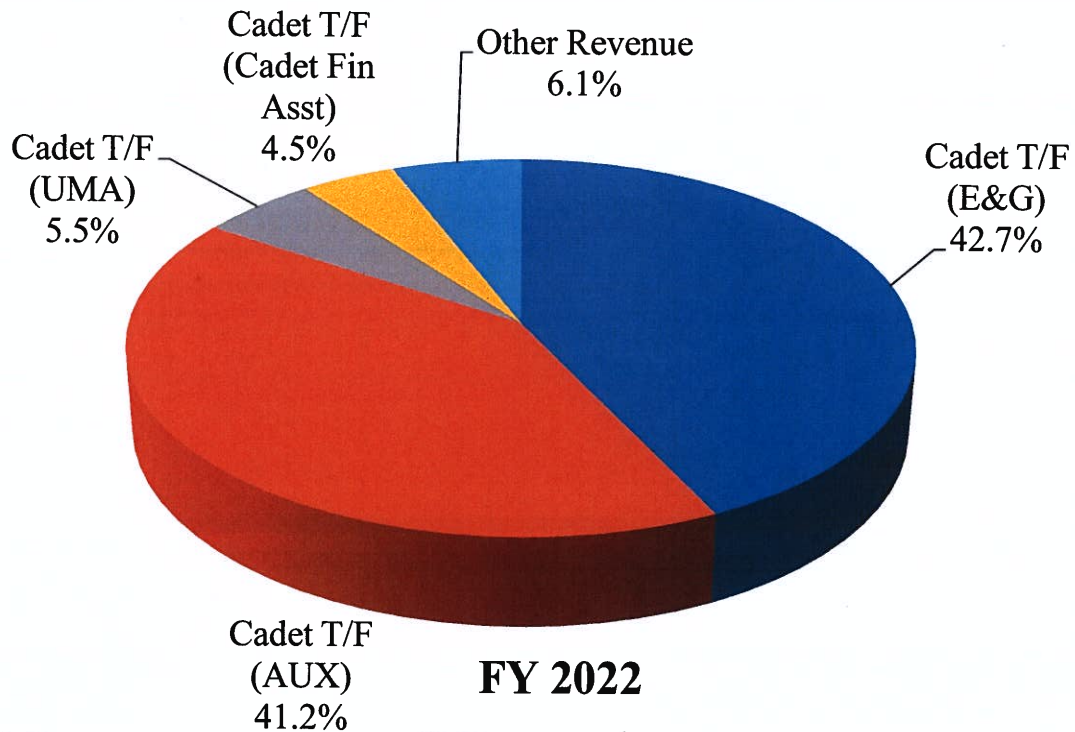
FY 2022

Exhibit 1

Cadet Tuition/Fees and Other Revenue

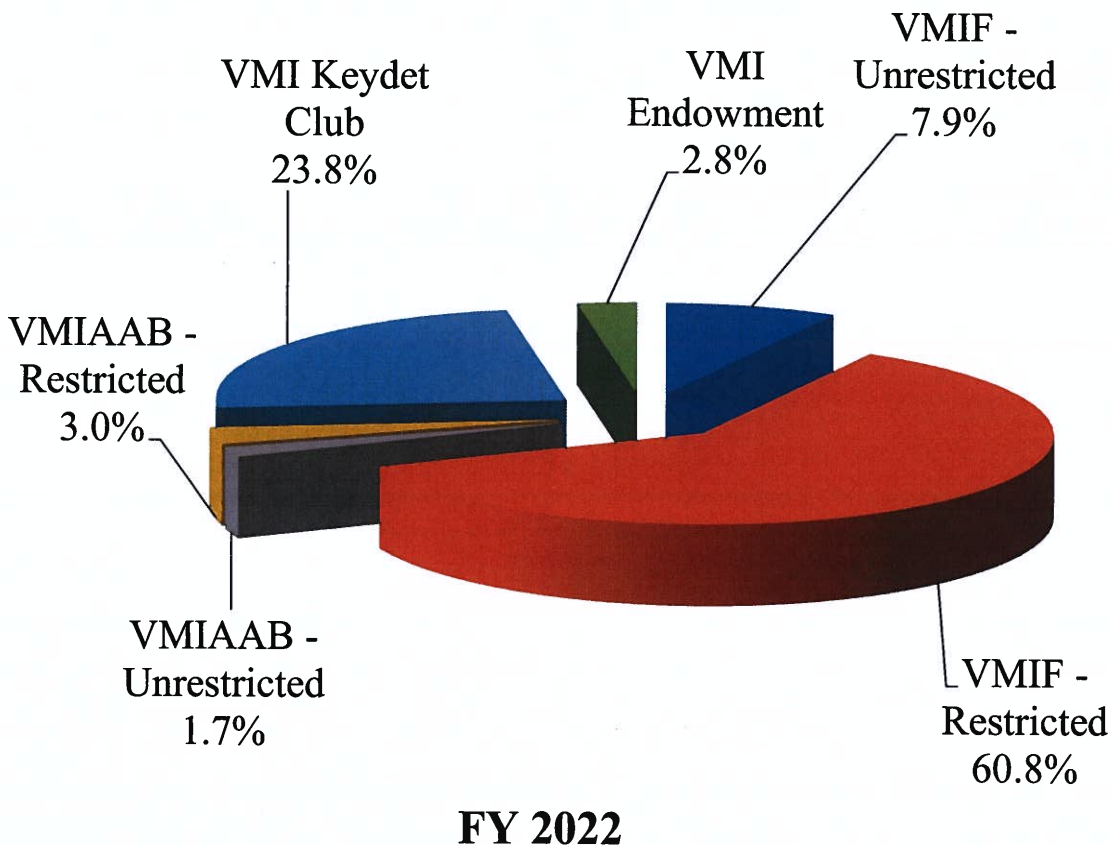
	FY 2021	FY 2022	Inc (Dec)	%
<i>Cadet Tuition and Fees</i>				
E&G Program	29,592,000	30,882,000	1,290,000	4.4%
Auxiliary Program	28,812,000	29,790,000	978,000	3.4%
UMA Program	3,885,000	3,965,000	80,000	2.1%
Cadet Financial Assistance	3,700,000	3,200,000	(500,000)	-13.5%
	<u>65,989,000</u>	<u>67,837,000</u>	<u>1,848,000</u>	<u>2.8%</u>
Less: Cadet Financial Assistance *	<u>(17,676,000)</u>	<u>(17,492,000)</u>	<u>184,000</u>	<u>-1.0%</u>
Total Cadet Tuition/Fees	48,313,000	50,345,000	2,032,000	4.2%
<i>Other Revenue</i>				
Athletic, CLE and Museum Revenue	1,820,000	1,739,000	(81,000)	-4.5%
Fund Balances	906,000	437,000	(469,000)	-51.8%
Other (includes federal grants)	1,918,000	2,204,000	286,000	14.9%
Total Other Revenue	4,644,000	4,380,000	(264,000)	-5.7%
Total Cadet Tuition/Fees and Other	<u>52,957,000</u>	<u>54,725,000</u>	<u>1,768,000</u>	<u>3.3%</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.*



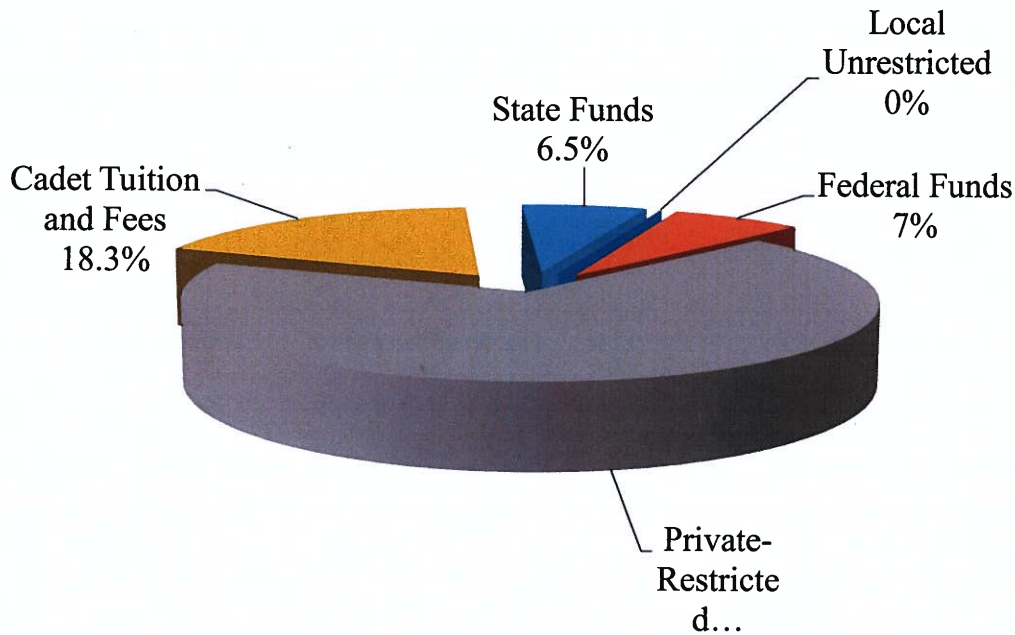
Private Funds

	FY 2021	FY 2022	Inc (Dec)	%
VMIF - Unrestricted	1,842,000	1,835,000	(7,000)	-0.4%
VMIF - Restricted	14,112,000	14,111,000	(1,000)	0.0%
VMIAAB -Unrestricted	400,000	400,000	-	0.0%
VMIAAB - Restricted	711,000	692,000	(19,000)	-2.7%
VMI Keydet Club	5,517,000	5,540,000	23,000	0.4%
VMI Endowment	643,000	639,000	(4,000)	-0.6%
Total Private	23,225,000	23,217,000	(8,000)	0.0%



Cadet Financial Assistance

Sources	FY 2021	FY 2022	Inc (Dec)	%
State General Funds	1,118,000	1,145,000	27,000	2.4%
Cadet Tuition and Fees	3,700,000	3,200,000	(500,000)	-13.5%
Private Funds--Restricted				
VMI Foundation	5,472,000	5,711,000	239,000	4.4%
VMI Alumni Agencies Board	339,000	325,000	(14,000)	-4.1%
VMI Keydet Club	5,446,000	5,407,000	(39,000)	-0.7%
VMI Endowment/Other	410,000	488,000	78,000	19.0%
Total Restricted Funds	11,667,000	11,931,000	264,000	2.3%
Local Funds--Unrestricted				
VMI Foundation (primarily)	-	-	-	
Federal Funds	1,191,000	1,216,000	25,000	2.1%
Total	17,676,000	17,492,000	(184,000)	-1.0%



Sources of Revenue

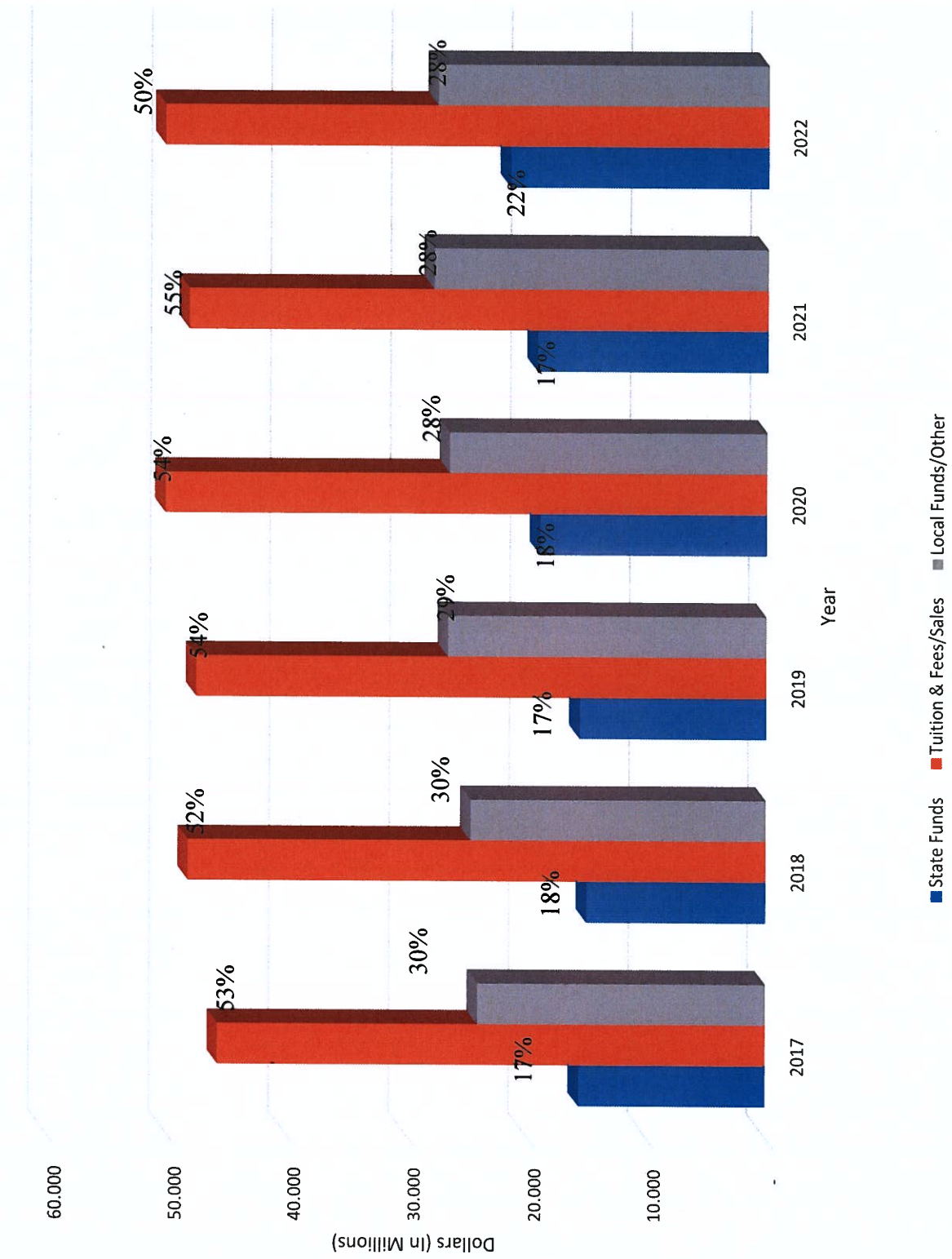
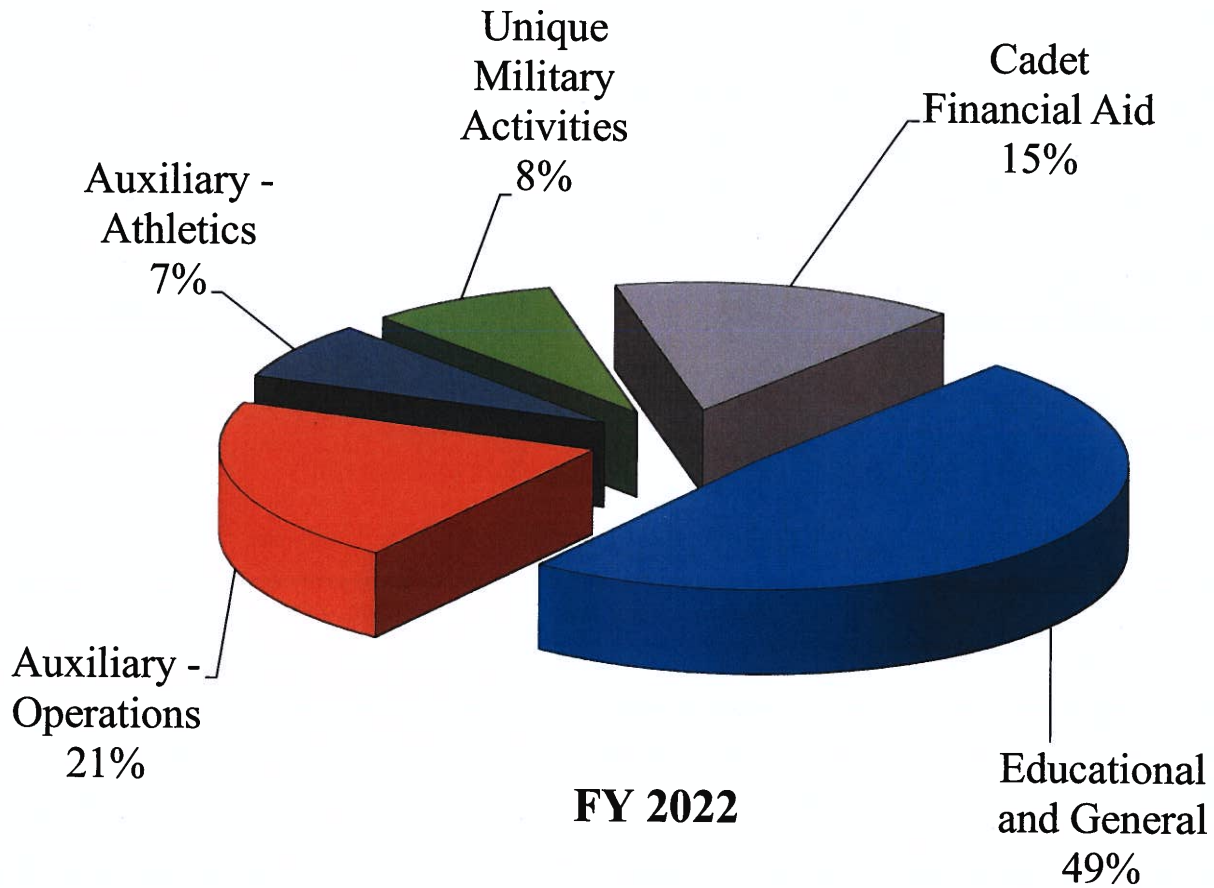


Exhibit 5

Expenses

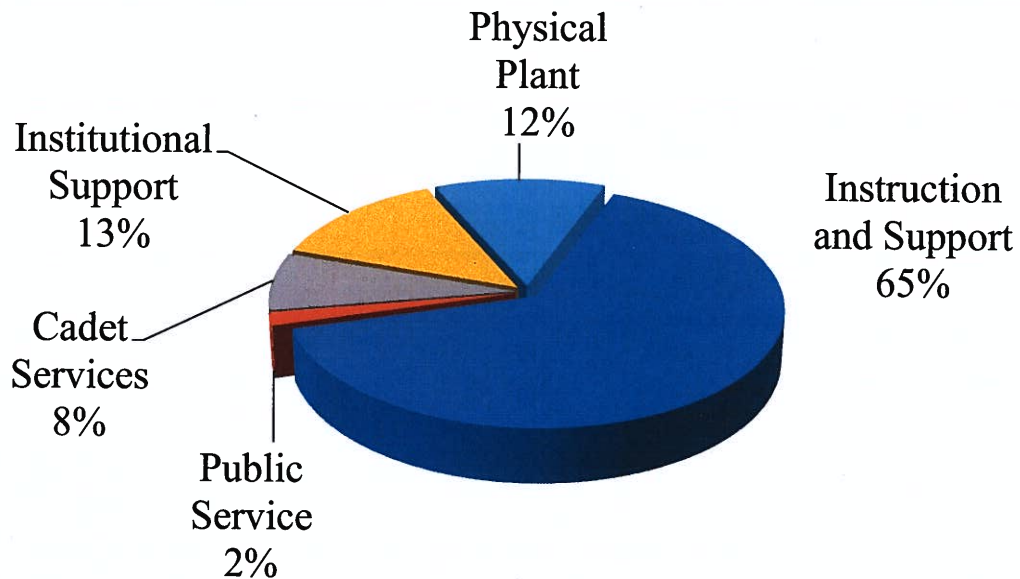
	FY 2021	FY 2022	Inc (Dec)	%
Educational and General	53,875,000	56,998,000	3,123,000	5.8%
Auxiliary - Operations	24,031,000	24,398,000	367,000	1.5%
Auxiliary - Athletics	8,046,000	8,542,000	496,000	6.2%
Unique Military Activities	9,495,000	9,575,000	80,000	0.8%
Cadet Financial Aid	17,676,000	17,492,000	(184,000)	-1.0%
Total Expenses	113,123,000	117,005,000	3,882,000	3.4%



Educational and General Program

	2021	%	2022	%
Instruction & Support	35,434,000	65%	36,983,000	65%
Public Service	924,000	2%	1,003,000	2%
Cadet Services	4,182,000	8%	4,467,000	8%
Institutional Support	6,830,000	13%	7,514,000	13%
Physical Plant	6,505,000	12%	7,032,000	12%
Total E & G Program	53,875,000	100%	56,999,000	100%

Note: The State E&G Program budget totals \$45.7 million in FY 2022 and \$42.1 million in FY 2021.

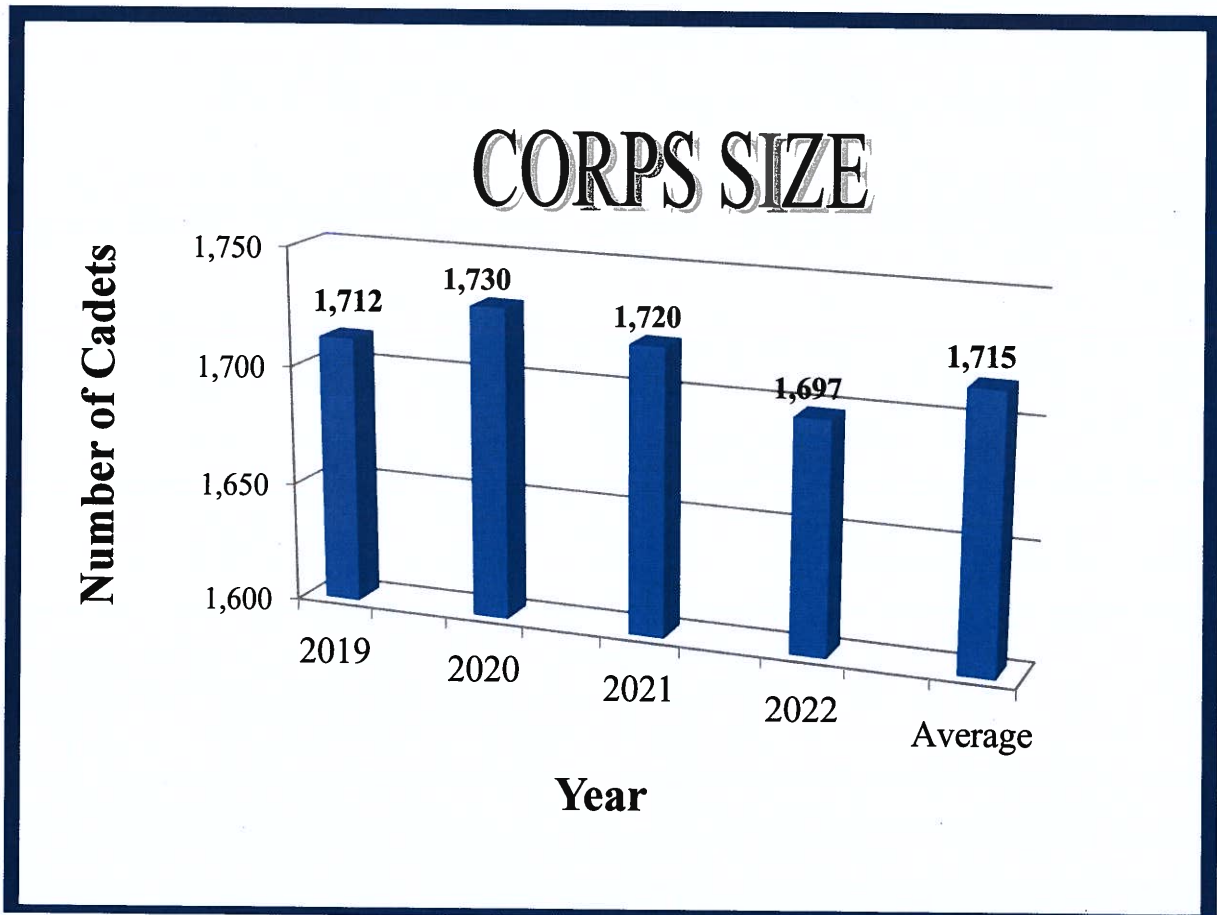


FY 2022

Exhibit 7

Enrollment - Fall

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>Budgeted 2022</u>	<u>Average</u>
New Cadets	519	515	522	500	514
Upperclass	1,193	1,215	1,198	1,197	1,201
Total	1,712	1,730	1,720	1,697	1,715
% In-State	62.0%	62.8%	63.9%	63.4%	63.0%



Tuition and Fees

	FY 2021	FY 2022	Inc (Dec)	%
Tuition				
In-State	9,562	9,782	220	2.3%
Out of State	37,572	38,436	864	2.3%
Fees	19,708	20,250	542	2.8%
Total Cost				
In-State	29,270	30,032	762	2.6%
Out-of-State	57,280	58,686	1,406	2.5%

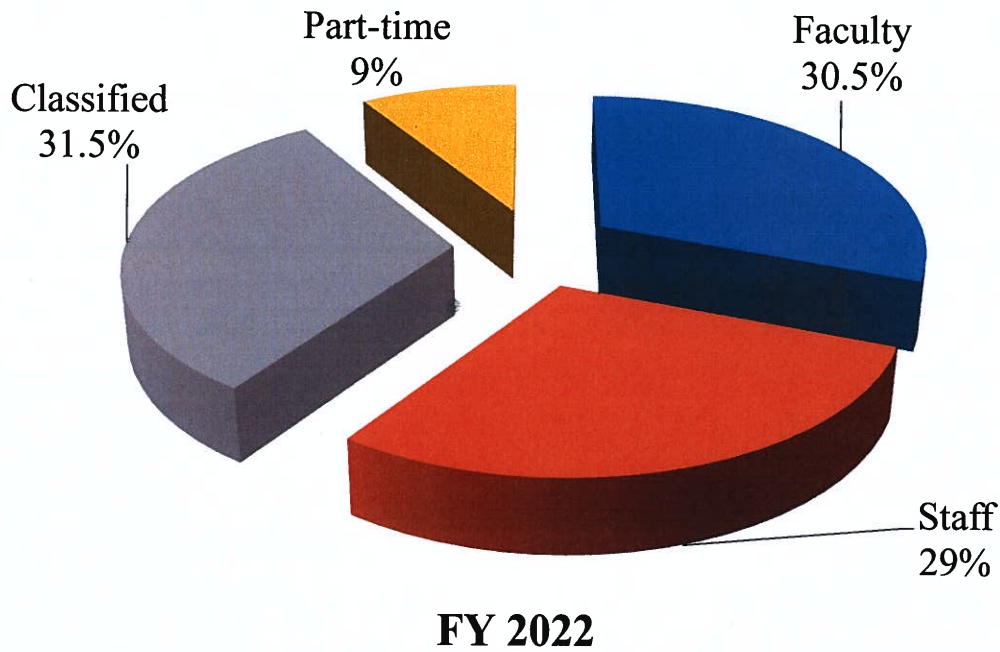
Note: Fees include room, board, medical, cadet activities/facilities, athletic, laundry/pressing, haircuts, and UMA activities.

Budgeted Dollars for Personnel

	FY 2021		FY 2022	
	FTE	Salaries/Fringes	FTE	Salaries/Fringes
Full-time Staff				
Faculty	154	18.6 million	153	19.3 million
Staff	154	17.3 million	158	18.3 million
Classified	309	18.7 million	309	19.9 million
Part-time Staff		5.2 million		5.7 million
Total	617	59.8 million	620	63.2 million

Notes:

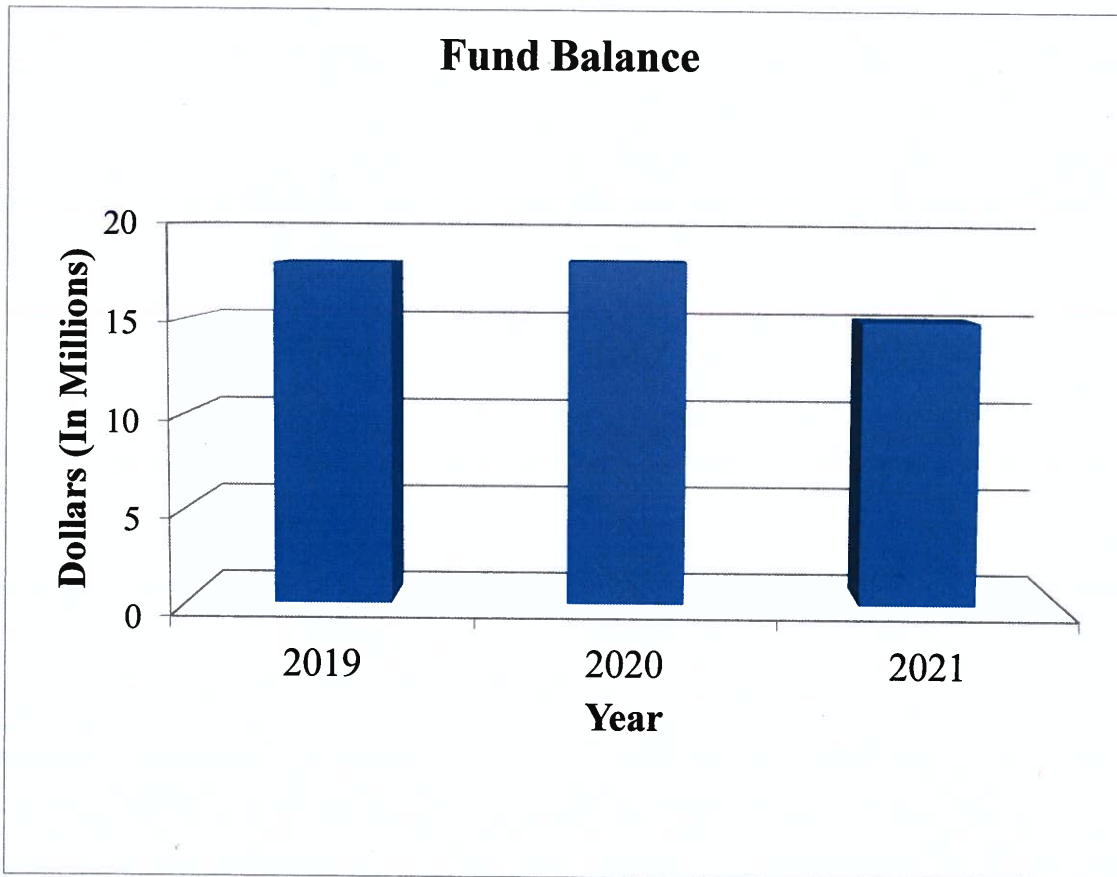
1. FTE counts full-time employees; however, the dollars also include part-time employee wages.
2. The budget reflects an increase of 3 FTE or 0.486%.
3. Salaries and fringe benefits represent 63% of the total operating budget.
4. VMI's 11:1 student-to-faculty ratio (average) is the lowest of the State's public colleges.
5. FTE and dollars include 5 full-time positions budgeted in Maintenance Reserve/Capital Projects.



Auxiliary Fund Balance

	Actual 6/30/20	Projected 6/30/21	Projected 6/30/22
Fund Balance	18,144,016	16,800,000	16,100,000

Note: Goal is to maintain Fund Balance at about \$11 million for working capital and for renewal and replacement of facilities. This balance will fluctuate as VMI undertakes Auxiliary funded 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 2021 and ending 30 June 2022 (hereinafter referred as 2022). 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

	2021	2022	Increase (Decrease)	%
Educational and General				
General Funds	12,537,000	14,816,000	2,279,000	18.2%
Cadet Tuition and Other Income	29,592,000	30,882,000	1,290,000	4.4%
Total Educational & General	42,129,000	45,698,000	3,569,000	8.5%
Unique Military Activities				
General Funds	5,610,000	5,610,000	-	0.0%
Cadet Fees and Other Income	3,885,000	3,965,000	80,000	2.1%
Total Unique Military	9,495,000	9,575,000	80,000	0.8%
Auxiliary Enterprises				
Cadet Fees and Other Income	22,933,000	23,776,000	843,000	3.7%
Transfer from/(to) Reserves	906,000	437,000	(469,000)	-51.8%
Total Auxiliary	23,839,000	24,213,000	374,000	1.6%
Cadet Financial Assistance				
General Funds	1,118,000	1,145,000	27,000	2.4%
Cadet Tuition and Fees	3,700,000	3,200,000	(500,000)	-13.5%
Total Cadet Financial Assistance	4,818,000	4,345,000	(473,000)	-9.8%
Total State Funds	80,281,000	83,831,000	3,550,000	4.4%

	2021	2022	Increase (Decrease)	%
LOCAL FUNDS				
Restricted Funds				
VMI Foundation/Agencies Bd	14,823,000	14,803,000	(20,000)	-0.1%
VMI Keydet Club	5,517,000	5,491,000	(26,000)	-0.5%
VMI Endowment	576,000	572,000	(4,000)	-0.7%
Federal Funds/NCAA Income	1,470,000	1,856,000	386,000	26.3%
Total Restricted	22,386,000	22,722,000	336,000	1.5%
Unrestricted Funds				
VMI Foundation/Agencies Bd	2,242,000	2,235,000	(7,000)	-0.3%
VMI Keydet Club	-	49,000	49,000	
VMI Endowment Income	67,000	67,000	-	0.0%
Cadet Athletic Fees	5,879,000	6,014,000	135,000	2.3%
Athletic Revenue/Support	1,129,000	1,142,000	13,000	1.2%
Museum Revenue	427,000	375,000	(52,000)	-12.2%
Conference Income	264,000	222,000	(42,000)	-15.9%
Concessions Income	448,000	348,000	(100,000)	-22.3%
Total Unrestricted	10,456,000	10,452,000	(4,000)	0.0%
Total Local Funds	32,842,000	33,174,000	332,000	1.0%
TOTAL ALL FUNDS	113,123,000	117,005,000	3,882,000	3.4%
Less: Cadet Financial Assistance	(17,676,000)	(17,492,000)	184,000	-1.0%
TOTAL REVENUE	95,447,000	99,513,000	4,066,000	4.3%

EXPENDITURES

	2021	2022	Increase (Decrease)	%
STATE FUNDS				
Educational & General				
Instruction	20,609,000	22,287,000	1,678,000	8.1%
Public Service	121,000	121,000	-	0.0%
Academic Support	6,903,000	7,084,000	181,000	2.6%
Cadet Services	3,096,000	3,356,000	260,000	8.4%
Institutional Support	5,021,000	5,940,000	919,000	18.3%
Physical Plant	6,380,000	6,910,000	530,000	8.3%
Total Educational & General	42,130,000	45,698,000	3,568,000	8.5%
Unique Military Activities				
	9,495,000	9,575,000	80,000	0.8%
Auxiliary Enterprises				
Operations	20,449,000	21,000,000	551,000	2.7%
Debt Service	2,390,000	2,213,000	(177,000)	-7.4%
Maintenance projects	1,000,000	1,000,000	-	0.0%
Total Auxiliary Enterprises	23,839,000	24,213,000	374,000	1.6%
Cadet Financial Assistance				
	4,818,000	4,345,000	(473,000)	-9.8%
Total State Funds	80,282,000	83,831,000	3,549,000	4.4%

	2021	2022	Increase (Decrease)	%
LOCAL FUNDS				
Educational & General				
Instruction	5,958,000	5,697,000	(261,000)	-4.4%
Research	37,000	38,000	1,000	2.7%
Public Service	803,000	882,000	79,000	9.8%
Academic Support	1,927,000	1,877,000	(50,000)	-2.6%
Cadet Services	1,086,000	1,111,000	25,000	2.3%
Institutional Support	1,809,000	1,574,000	(235,000)	-13.0%
Physical Plant	125,000	122,000	(3,000)	-2.4%
Total Educational & General	11,745,000	11,301,000	(444,000)	-3.8%
Cadet Financial Assistance	12,858,000	13,146,000	288,000	2.2%
Auxiliary Enterprises				
Intercollegiate Athletics	8,046,000	8,542,000	496,000	6.2%
Debt Service	192,000	185,000	(7,000)	-3.6%
Total Auxiliary Enterprises	8,238,000	8,727,000	489,000	5.9%
Total Local Funds	32,841,000	33,174,000	333,000	1.0%
TOTAL ALL FUNDS	113,123,000	117,005,000	3,882,000	3.4%
Less: Cadet Financial Assistance	(17,676,000)	(17,492,000)	184,000	-1.0%
TOTAL EXPENDITURES	95,447,000	99,513,000	4,066,000	4.3%

SOURCES OF REVENUE

	2021	% of Total	2022	% of Total	Inc (Dec)	% Inc (Dec)
State General Funds	19,265,000	20.2	21,571,000	21.7	2,306,000	12.0%
Cadet Tuition/Fees and Sales	48,313,000	50.6	50,345,000	50.6	2,032,000	4.2%
VMI and Alumni Agencies Support						
<i>VMI Alumni Agencies</i>						
VMI Foundation	15,954,000	16.7	15,946,000	16.0	(8,000)	-0.1%
VMI Alumni Agencies Board	1,111,000	1.2	1,091,000	1.1	(20,000)	-1.8%
Total Foundation/ Agencies Bd	17,065,000	17.9	17,037,000	17.1	(28,000)	-0.2%
VMI Keydet Club	5,517,000	5.8	5,541,000	5.6	24,000	0.4%
Total Alumni Agencies	22,582,000	23.7	22,578,000	22.7	(4,000)	0.0%
<i>VMI Endowment</i>						
VMI General Endowment	392,000	0.4	395,000	0.4	3,000	0.8%
VMI Collins Endowment	169,000	0.2	162,000	0.2	(7,000)	-4.1%
Outside Trusts (scholarships)	82,000	0.1	82,000	0.1	-	0.0%
Total VMI Endowment	643,000	0.7	639,000	0.6	(4,000)	-0.6%
Total VMI and Alumni Agencies	23,225,000	24.3	23,217,000	23.3	(8,000)	0.0%

	2021	% of Total	2022	% of Total	Inc (Dec)	% Inc (Dec)
Other Revenue						
Athletic Revenue/Support	1,130,000	1.2	1,142,000	1.1	12,000	1.1%
Concessions Income	448,000	0.5	348,000	0.3	(100,000)	-22.3%
Museum Revenue	426,000	0.4	375,000	0.4	(51,000)	-12.0%
Program/Conference Income	264,000	0.3	222,000	0.2	(42,000)	-15.9%
Auxiliary Reserves	906,000	0.9	437,000	0.4	(469,000)	-51.8%
Federal Funds/Other Income	1,470,000	1.5	1,856,000	1.9	386,000	26.3%
Total Other Revenue	4,644,000	4.9	4,380,000	4.4	(264,000)	-5.7%
TOTAL	95,447,000	100.0	99,513,000	100.0	4,066,000	4.3%

General Information

GENERAL INFORMATION

Total Operating Budget

The FY 2022 Operating Budget totals \$117 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 \$99.5 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 *non-general* 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. Non-general funds derive primarily from cadet tuition and fees, and revenue from auxiliary enterprises. VMI generally determines the level of its non-general funds. The General Assembly must also appropriate non-general funds before they can be spent. It is the intent of the General Assembly that each institution's combined general and non-general fund appropriation within its educational and general program closely approximates the anticipated budget each fiscal year. State policy also stipulates that appropriated non-general 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 Accounting Policies and Procedures 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 and Appropriations 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 result will be the Appropriations Act (State Budget) that will specify appropriations of State general funds and non-general 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 consider 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 submitted its six-year financial plan as of 1 July 2019. The updated plan submission scheduled for 1 July 2020 was postponed one year due to the many uncertainties surrounding the COVID-19 pandemic. The next plan submission is required by 1 July 2021.

VMI Budget Process and Calendar

VMI adopts an annual operating budget at the May meeting of the Board of Visitors. The Deputy Superintendent - Finance, Administration and Support (FAS) develops the proposed budget with input from all 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 Deputy Superintendent - 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 2022, 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 2022 totals about 32% of the total State E&G budget. The shortfall in State funding is about \$4.4 million and largely reflects State general fund reductions from FY 2008 to FY 2012 due to the economic recession and relatively 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 \$5.6 million in FY 2022. State general fund support of the UMA program historically has fallen 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. Over time, cadet fees have been required to fund not only uniforms, but also other UMA costs. Because of recent increases in State general fund support, cadet UMA fees were reduced by 14% in FY 2021. VMI will continue to analyze UMA Program funding and submit budget requests to the State requesting additional State general fund support as appropriate and 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 factor in 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 2022 (the regular session and the summer session held the summer of 2021) 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 2022 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 2025 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

	2021	2022	Inc (Dec)	%
<i>Tuition</i>				
Virginia Cadet	9,562	9,782	220	2.3%
NonVirginia Cadet	37,572	38,436	864	2.3%
<i>Room</i>				
	3,012	3,102	90	3.0%
<i>Board</i>				
	7,048	7,260	212	3.0%
<i>Auxiliary Fees</i>				
Athletic	3,650	3,740	90	2.5%
Medical	528	542	14	2.7%
Cadet Facilities/Activities	2,362	2,402	40	1.7%
Total	6,540	6,684	144	2.2%
<i>Quartermaster Charges</i>				
Laundry/Pressing	430	444	14	3.3%
Haircuts	296	306	10	3.4%
Uniforms/UMA Activities	2,382	2,454	72	3.0%
Total	3,108	3,204	96	3.1%
Total Virginia Cadet	29,270	30,032	762	2.6%
Total NonVirginia Cadet	57,280	58,686	1,406	2.5%

Significant Budget Assumptions Tuition and Fees Notes

Tuition

The FY 2022 budget includes a 2.3% increase for both in-state and out-of-state tuition. After all fees are considered, the net overall increase in costs for an in-state cadet is \$762 or 2.6%. For the out-of-state cadet, the overall increase in cost is \$1,406 or 2.5%. In addition, the budget is 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, if 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 for the E&G program of approximately \$2,279,000 or 18.2% for FY 2022 compared to FY 2021. The Math Education and Resource Center (MERC), Miller Academic Center (MAC) and Core Leadership projects approved for the biennium but un-allotted for FY2021, were re-appropriated for FY 2022. These projects total \$229,000. The \$1,000,000 funding for maintaining affordable access will be added to the base general funds for FY 2022. Central Appropriation funding for the State share of the 5% salary increase, increase in medical insurance premium and other fringe benefit costs approximate \$807,000. One time funding of \$242,600 is being given in FY 2022 to help with continuing costs associated with the pandemic. UMA funds remain at \$5,610,000.
- c) The State approved a 5% salary increase for all Faculty, Administrative & Professional, and Classified Staff beginning with the first payroll in July.
- d) With the State initiated pay increase of 5% and holding tuition increases to 2.3%, limited funding will be available for personnel and non-personnel budget requests from the senior executive officers during the budget development process; any available funding 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 \$3,200,000 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 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 \$90 or 3.0% to \$3,102 provides for increases in facility operations and maintenance costs. This includes State-initiated or mandated salary and fringe benefit cost increases as described in the Tuition Note.

The board fee increased \$212 per cadet or 3.0% to \$7,260 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 \$144 or 2.2% to \$6,684. It consists of a \$90 increase in the cadet athletic fee, a \$14 increase in the medical fee, and a \$40 increase in the cadet facilities/activities fee. The net fee increase primarily funds State-initiated or mandated salary and 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 2021 complies with the Act.

Quartermaster Charges

VMI's comprehensive quartermaster charges covering laundry/pressing, haircuts, cadet uniforms, and Unique Military Activities will increase \$96 or 3.1% to \$3,204.

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 for a total of 20 full awards each semester.

Deposits and Other Charges

The budget continues the application fee at \$40. A deposit of \$300 applies to all new cadets and returning cadets not continuously enrolled.

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 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 2021 for the Fall Semester and 15 December 2021 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 \$1,200 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 are 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 Deputy Superintendent for Finance, Administration and Support to establish appropriate terms for the use of any 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)	%
	2021	2022		
Tuition (Per Credit Hour)				
<i>Virginia</i>				
Regular	340	340	-	0.0%
Student Transition (STP)	380	380	-	0.0%
<i>Non-Virginia</i>				
Regular	1060	1060	-	0.0%
Student Transition (STP)	1190	1190	-	0.0%
Room (Per Week)	140	140	-	0.0%
Board (Per Week)				
5-Meal Plan	62	62	-	0.0%
10-Meal Plan	119	119	-	0.0%
15-Meal Plan	154	154	-	0.0%
19-Meal Plan	196	196	-	0.0%
Auxiliary Fee (Per Term)				
Regular	75	75	-	0.0%
Summer Transition	135	135	-	0.0%
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, where applicable, 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, where applicable, funds increasing costs for facilities operations and maintenance.
4. The board rate increase, where applicable, reflects the increasing cost of food and labor.
5. The Auxiliary fee covers medical services and use of recreational 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)	%
	2020	2021		
Arabic - Project GO (in-state)	4,595	-	(4,595)	-100.0%
Arabic - Project GO (out-of-state)	8,920	-	(8,920)	-100.0%
Germany (ME)	4,900	-	(4,900)	-100.0%
Paris (French)	6,995	6,995	-	0.0%
Spain (Spanish)	-	4,800	4,800	
Chinese - Project GO (in-state)	4,921	13,264	8,343	169.5%
Chinese - Project GO (out-of-state)	9,240	13,264	4,024	43.5%
Ireland (Biology)	5,000	5,200	200	4.0%
South Korea (CIS)	4,800	5,000	200	4.2%
Ecuador (Spanish)	5,000	-	(5,000)	-100.0%
Prague, Czech Republic (EC/BU)	-	5,600	5,600	

Notes:

1. The tuition and fees for the programs above generally include tuition, room, a portion of board, excursion expenses, and medical insurance. Airfare is not included. The tuition also includes some provision for VMI's indirect costs in supporting these programs.
2. Programs may be cancelled by VMI if enrollment is not considered adequate to 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 Chinese program will be funded through a Project GO grant in 2021. This is a federally funded (DOD) program to improve the language skills, regional expertise, and intercultural communication skills of future military officers through resident language training and cultural immersion.
5. The Belize and Spain programs are conducted every other year. The Spanish-language study abroad program alternates between Ecuador and Spain.
6. None of the Summer Study Abroad programs which were planned to be executed in summer 2020 were conducted in country due to COVID. (i.e. no Germany, Paris, Ecuador, Ireland, South Korea)
7. The CIS in South Korea program was planned to be executed in summer 2021 but due to the 2-week quarantine requirement to enter South Korea, this 4-week study abroad program was cancelled.
8. A new program (International Trade, Business and Culture (EC/BU) was planned for summer 2020 but due to ongoing lockdown situation in Eastern Europe and the uncertainty of the vaccine availability for all participants, this program is postponed until summer 2022.

Facility Use Fees

	Fee Per Day		Inc (Dec)	%
	Fiscal Year			
	2021	2022		
<i>Fee per Camp/School/Other</i>				
Baseball Field (day)	200	200	-	0.0%
Baseball Field (night)	285	285	-	0.0%
Cameron Hall Arena	395	395	-	0.0%
Cameron Hall Racquetball Courts	200	200	-	0.0%
Cocke Hall Basketball Arena	150	150	-	0.0%
Cocke Hall Swimming Pool	200	200	-	0.0%
Cocke Hall (Wellness Studio)	65	65	-	0.0%
Cormack Wrestling Arena	105	105	-	0.0%
Cormack Fitness/Weight Room	105	105	-	0.0%
Football Practice Field (day)	235	235	-	0.0%
Football Practice Field (night)	330	330	-	0.0%
Foster Stadium Track/Upper Field	510	510	-	0.0%
Foster Stadium Upper Throwing Field	60	60	-	0.0%
Indoor Training Facility	8,072	8,072	-	0.0%
Indoor Training Facility Climbing Wall	50	50	-	0.0%
Indoor Training Facility Endurance Obstacle Course	40	40	-	0.0%
Indoor Training Facility Fitness/Weight Room	50	50	-	0.0%
Indoor Training Facility High Ropes Course	110	110	-	0.0%
Indoor Training Facility Jump Area	60	60	-	0.0%
Indoor Training Facility Mobile Initiatives Course	40	40	-	0.0%
Indoor Training Facility Sprint Track	60	60	-	0.0%
Indoor Training Facility Throwing Areas	60	60	-	0.0%
Kilbourne Hall Indoor Range	260	260	-	0.0%
King Hall Boxing Room	65	65	-	0.0%
McKethan Park Pavilion	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)	330	330	-	0.0%
North Post Leadership Reaction Course	40	40	-	0.0%
North Post High Ropes Course	110	110	-	0.0%
North Post Outdoor Range	335	335	-	0.0%

Facility Use Fees

	Fee Per Day		Inc (Dec)	%
	2021	2022		
North Post Red/White/Blue Loops	40	40	-	0.0%
North Post Tennis Courts (All)	260	260	-	0.0%
Patchin Field (Soccer/Lacrosse)	125	125	-	0.0%
Classrooms	75	75	-	0.0%
Academic Lecture Halls	160	160	-	0.0%
JM Hall Chapel/Rooms	750	750	-	0.0%

Fee per Camper/Participant

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 certain 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

	2021				2022		Budget	
	Budget	%	Actual	%	Budget	%	Inc(Dec)	%
Fall Semester								
New Cadets								
Virginia	305	61.0	322	61.7	300	60.0	(5)	-1.6%
NonVirginia	195	39.0	200	38.3	200	40.0	5	2.6%
Total	500	100.0	522	100.0	500	100.0	-	0.0%
Old Cadets								
Virginia	758	63.5	777	64.9	775	64.7	17	2.2%
NonVirginia	435	36.5	421	35.1	422	35.3	(13)	-3.0%
Total	1,193	100.0	1,198	100.0	1,197	100.0	4	0.3%
Total Fall								
Virginia	1,063	62.8	1,099	63.9	1,075	63.3	12	1.1%
NonVirginia	630	37.2	621	36.1	622	36.7	(8)	-1.3%
Total	1,693	100.0	1,720	100.0	1,697	100.0	4	0.2%
Cadets on Foreign Study	-		-		2		2	
Total Potential	1,693		1,720		1,699		6	0.4%
Spring Semester								
Virginia	989	63.3	1,038	63.8	1,002	63.9	13	1.3%
NonVirginia	574	36.7	589	36.2	567	36.1	(7)	-1.2%
Total	1,563	100.0	1,627	100.0	1,569	100.0	6	0.4%
Cadets on Foreign Study	33		10		33		-	0.0%
Total Potential	1,596		1,637		1,602		6	0.4%
Average enrollment for the Year (Fall census and Spring)								
	1,611		1,663		1,617		6	0.3%

New Cadet Enrollment Opening Day

	FY 2021 Actual			FY 2022 Estimated/Budgeted		
	VA	NVA	Total	VA	NVA	Total
Total Applications	732	869	1,601	670	935	1,605
Total Acceptances	446	508	954	420	575	995
% of Applicants Accepted	61%	58%	60%	63%	61%	62%
Matriculants	316	203	519	300	200	500
% of Accepted (Yield)	71%	40%	54%	71%	35%	50%

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 2021 with 61% in-state cadets and enrolled 522 cadets with about 62% in-state cadets.

Old Cadets

An Old Corps (returning cadets) of 1,197 is budgeted for fall 2021; 4 more than budgeted for FY 2021 and 1 less than enrolled last fall. The percentage of in-state old cadets is projected to be 64.7% compared to 64.9% enrolled in FY 2021.

Total Cadets

The budget is based on a total projected “opening” day enrollment of 1,697 cadets with 63.3% 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 1,672 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 1,664; this compares to 1,698 last census date.

Spring Semester

The spring semester enrollment is budgeted to total 1,569 or 92.4% 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 2022 is 1,617 and consists of 1,664 cadets at the fall census date and 1,569 in the spring semester. The average enrollment for FY 2021 is 1,663. **Target enrollment currently stands at 1,625 cadets.**

Foreign Study

This budget includes 35 cadets total 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

	2021		2022		Inc (Dec)		
	FTE	Dollars	FTE	Dollars	FTE	Dollars	%
State Funds							
Educational and General Program	388	38,658,000	393	41,581,000	5	2,923,000	7.6%
Auxiliary Enterprises Program	111	7,197,000	112	7,786,000	1	589,000	8.2%
Unique Military Program	29	2,928,000	29	3,036,000	-	108,000	3.7%
Total State Funds	528	48,783,000	534	52,403,000	6	3,620,000	7.4%
Local Funds							
Intercollegiate Athletics	49	4,474,000	49	4,608,000	-	134,000	3.0%
Museum Programs	8	503,000	7	645,000	(1)	142,000	28.2%
Local Restricted	26	4,044,000	24	3,774,000	(2)	(270,000)	-6.7%
Local Unrestricted	1	1,634,000	1	1,389,000	-	(245,000)	-15.0%
Total Local Funds	84	10,655,000	81	10,416,000	(3)	(239,000)	-2.2%
Total State and Local	612	59,438,000	615	62,819,000	3	3,381,000	5.7%
Capital Programs							
Maintenance Reserve/Projects	5	364,000	5	373,000	-	9,000	2.5%
Total All	617	59,802,000	620	63,192,000	3	3,390,000	5.6%

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 2022**

Department	Position	Type Change	# FTE
<i>E&G Program</i>			
Civil Engineering	Teaching Faculty	Buyback from Local (JH)	1
Modern Languages	Teaching Faculty	Buyback from Local (JH)	1
Leadership Development	Teaching Faculty	New position	1
Mechanical Engineering	Teaching Faculty	Temporary overlap for retirement	(1)
Applied Math	Teaching Faculty	Move to chair position	(1)
Diversity, Equity, & Inclusion Office	Admin Prof	New position	1
Diversity, Equity, & Inclusion Office	Classified	New position	1
Miller Academic Center	Admin Prof	New position	1
Legal Counsel	Admin Prof	New position	1
Registrar	Admin Prof	position change	1
Registrar	Classified	position change	(1)
		Total E &G	<u>5</u>
<i>Auxiliary Enterprises</i>			
Nurse	Classified	New position	1
		Total Auxiliary	<u>1</u>
<i>Local Funds</i>			
Civil Engineering	Teaching Faculty	Buyback from Local (JH) to E&G	(1)
Modern Languages	Teaching Faculty	Buyback from Local (JH) to E&G	(1)
Physics & Astronomy	Teaching Faculty	One year term paid from Local	(1)
Applied Math	Teaching Faculty	JH Distinguished Chair position	1
Jackson House Museum	Classified Staff	Temporary reduction of staff	(1)
		Total Local	<u>(3)</u>
Net Increase			3

Total Employment Notes

1. Two full-time teaching faculty positions were brought back to E&G after being funded from Local Restricted funds, one in Civil Engineering and one in Modern Languages. One position in Applied Math moved to a Jackson Hope chair funded position. For FY 2022 the State approved General Funds to add a new Faculty position in E&G for the new Core Leadership program. In FY 2021 we had one temporary faculty position in Mechanical Engineering added as overlap for the fiscal year pending a staff retirement. The net increase to State E&G funds is one Faculty position while Local Restricted funded positions went down two for a total decrease in full-time faculty headcount of one position.

Administrative Professional (AP) staff in E&G will increase by four positions in FY 2022. One is the new Diversity, Equity and Inclusion Officer as well as a new position in the Miller Academic Center. The third is a conversion of a classified staff position to AP staff in the Registrar's Office. Finally, there is a position for one VMI Legal Counsel staff member hire in FY 2022.

Classified Staff positions in E&G will increase with the addition of an Administrative Assistant for the new Diversity, Equity and Inclusion office, offset by the conversion of the Registrar position to AP staff for a net increase of zero in E&G Classified Staff.

Auxiliary Enterprises increased by one Classified Staff position with the addition of a nurse to the Infirmary.

2. Local funded Faculty positions decreased by two. Two positions were moved back to E&G as part of the Faculty buy-back. The other is the elimination of the temporary position in Physics & Astronomy, offset by the addition of the new Jackson Hope funded chair position held by a faculty member from the Mathematics department.

Classified staff has been reduced by one position at the Jackson House Museum. This is a recently vacated position that is not being filled due to decreased traffic and revenue at the Museum. Currently, the Jackson House is down two full-time positions as the one put on hold last fiscal year is still on hold for FY 2022. The only full-time staff member at the Jackson House is the Site Director. Support staff for the Jackson house is currently being filled by part-time employees.

Salary Increases and Fringe Benefits

	2021	2022	Inc (dec)	%
State Appropriated Salary Increases				
Teaching Faculty	0.00%	5.00%		
Administrative and Professional Staff	0.00%	5.00%		
Classified Employees	0.00%	5.00%		
VRS Employees (hired prior FY 2010)--Note 1	0.00%	5.00%		
VMI Additional Funded Salary Increases				
Teaching Faculty	0.00%	0.00%		
Administrative and Professional Staff	0.00%	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)	15.07%	15.07%		
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	1.12%	1.12%		
Social Security Rate	7.65%	7.65%		
Group Life Insurance	1.34%	1.34%		
Total for VRS Employee	25.18%	25.18%		
Total for ORP Employee-Before 7/1/2010	20.51%	20.51%		
Total for ORP Employee-After 6/30/2010	18.61%	18.61%		
Health Insurance (Employer share)				
Single	8,436	8,508	72	0.9%
Family	22,140	22,308	168	0.8%
Employee plus one	15,108	15,216	108	0.7%

Notes:

1. There is a 5% State initiated salary increase for FY 2022.
2. 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 administrative/professional employee base State salaries and no longer funded by the VMI Foundation.
3. 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 \$48.9 million, compared to \$45.8 million in FY 2021.
2. State general funds are budgeted at \$14.8 million for an increase of \$2,279,000 or 18.2% compared to FY 2021.
3. Cadet tuition/other revenue is budgeted at \$34 million, an increase of \$790,000 or 2.4% more than FY 2021. This generally reflects the change in enrollment, increase in tuition rates for in-state (2.3%) and out-of-state (2.3%), summer session and foreign study revenues as compared to the previous year.
4. Cadet tuition revenue allocated for cadet financial aid is budgeted at \$3.2 million, \$500,000 less than FY 2021. The funding mostly reflects efforts to meet financial need of NVA cadets.
5. The percentage of cadet tuition/other revenue allocated for cadet financial aid dropped from 10.8% to 9.6% with the planned reduction of \$500,000 below FY 2021 funding.

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 60% to 55%, which began in FY 2018. It also includes on-going consideration of balancing NVA cadet enrollment and with VA cadet enrollment while maintaining a target average enrollment for the year of 1,625 cadets. Any significant shift to more VA cadets could require significant increases in VA cadet tuition rates to help offset the loss of NVA cadet tuition (NVA cadet tuition is \$28,654 greater or 3.9 times more than a VA cadet tuition in FY 2022).

6. E&G budgeted revenues and support after deducting cadet financial aid totals \$45.7 million compared to \$42.1 million in FY 2021.
7. E&G personal services costs are budgeted to total \$41 million (before recoveries). The 5% pay increase, the addition of the DEI Office and Legal Counsel, Jackson Hope faculty position buy-backs, and other adjustments increased gross payroll by \$2.3 million. With the increase in gross payroll, the benefits costs increased by \$657,000. Adding in the vacancy savings decrease of \$197,000 brings the total to \$3.1 million in additional costs over FY 2021.
8. E&G non-personal services costs (excluding contingencies and before recoveries) are budgeted to total \$10.7 million, \$384,000 more than FY 2021.

9. Indirect costs recovered from the Auxiliary Enterprises and the Unique Military Activities Programs are budgeted to be \$7.5 million for an increase of \$106,000 or 1.4% over FY 2021.
10. E&G Contingencies are budgeted at \$1,321,000, or \$171,000 more than FY 2021 due to the addition of the one-time State funding of \$242,600 for COVID-19-related expenses. Without this additional funding, contingencies would be \$72,000 less than FY 2021.

Auxiliary Enterprises Program

11. Auxiliary Enterprise revenues and support are budgeted to total \$24.2 million for an increase of \$374,000 or 1.6% over FY 2021.
12. Room and Board fees will both increase 3.0% 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 \$4.7 million or about \$301,000 more than FY 2021.
14. Auxiliary non-personal services are projected to total \$10.7 million, an increase of \$125,000 or 1.2% from FY 2021. This increase is primarily attributed to increased cadet meal costs along with other unavoidable contractual service type increases.
15. The Auxiliary Enterprises Program share of indirect costs (payable to the E&G Program for administration and facilities support) is projected to total \$4.3 million compared to \$4.2 million in FY 2021.
16. Auxiliary contingencies are budgeted for \$1,306,000, \$6,000 more than the prior year.
17. Small non-capital repairs and improvements to facilities are budgeted for \$1,000,000; the same as budgeted FY2021.
18. Auxiliary Enterprises debt service is budgeted for \$2.2 million. The decrease of \$177,000 over last fiscal year is attributable to the bond refunding on Cocke Hall and the Improve Post Facilities I and II project debt during FY 2021 as part of the State's effort to assist schools who suffered Auxiliary revenue reductions as students shifted to on-line instruction.

Note: VMI's three \$4.0 million bond financings through the Virginia College Building Authority (VCBA) began in FY 2014 and continued through FY 2020. The bonds funded 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 of \$3.24 million was issued in FY 2019 as part of the Improve Post Infrastructure project. \$3.34 million was issued in FY 2020 for the Lackey Parking project. No new debt was issued during FY 2021.

Debt service on the five VCBA bond financings total \$1,002,000 for FY 2022 and are being financed with cadet fees.

19. The Auxiliary Fund Balance is projected to total approximately \$16.8 million at the end of FY 2021 and approximately \$16.1 million at the end of FY 2022.
20. State guidelines indicate that the Auxiliary Fund Balance should be about \$11.0 million for FY 2022. 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 \$9.6 million, an increase of \$80,000 compared to FY 2021. The total consists of \$5.6 million in State general funds and \$4 million in cadet fees and sales.
22. The funding reflects a UMA fee increase of 3%, or \$72 per cadet. No additional base UMA funding was received from the State for FY 2022.
23. UMA personal services expenditures are budgeted for \$3 million, an increase of \$108,000 or 3.8% compared to FY 2021. This reflects the 5% pay increase offset by the reduction in the Contingency account for merit pay increases.
24. UMA non-personal services costs are budgeted for \$6.6 million, essentially no increase in total for FY 2022. These costs consist mostly of cadet uniform purchases, (\$1.3 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 \$1.6 million, compared to \$1.7 million in FY 2021. With the 5% state mandated pay increase and no new State funds, UMA is unable to pay their full share of indirect costs in FY 2022.

**State Funds
General Funds**

	2021	2022	Inc (Dec)	%
<i>State General Funds--Operating</i>				
<i>Educational and General Program</i>				
State Appropriation--VMI	12,503,000	14,158,000	1,655,000	13.2%
State funding reduction	-	-	-	
State Central Allocation	34,000	658,000	624,000	1835.3%
Total	<u>12,537,000</u>	<u>14,816,000</u>	<u>2,279,000</u>	<u>18.2%</u>
<i>Unique Military Activities</i>				
State Appropriation--VMI	5,610,000	5,610,000	-	0.0%
New Funding ("anticipated")	-	-	-	
Total	<u>5,610,000</u>	<u>5,610,000</u>	<u>-</u>	<u>0.0%</u>
<i>Cadet Financial Assistance</i>				
State Appropriation--VMI	1,118,000	1,145,000	27,000	2.4%
Total General Funds--Operating	<u><u>19,265,000</u></u>	<u><u>21,571,000</u></u>	<u><u>2,306,000</u></u>	<u><u>12.0%</u></u>
<i>Other State Appropriations--Capital*</i>				
Equipment Trust Fund (ETF)	886,000	886,000	-	0.0%
Maintenance Reserve Program	1,734,000	1,734,000	-	0.0%
Total	<u>2,620,000</u>	<u>2,620,000</u>	<u>-</u>	<u>0.0%</u>
Total All	<u><u>21,885,000</u></u>	<u><u>24,191,000</u></u>	<u><u>2,306,000</u></u>	<u><u>10.5%</u></u>

* 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 increased \$2,279,000 or 18.2% from FY 2021.

Unique Military Activities

State general funds remain unchanged at \$5,610,058.

VMI periodically submits budget requests to the State for more support of the UMA Program to fully 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 \$27,000 in FY 2022. These funds, \$1,145,000, 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. VMI received a small increase of \$19,120 in funds for FY 2021 and no change for FY 2022.

State Funds Cadet Tuition, Fees and Other Income

	Budget 2021	Budget 2022	Inc (Dec)	%
<i>E&G Program</i>				
<i>Tuition--Regular Session</i>				
Gross tuition--current year	32,276,000	32,850,000	574,000	1.8%
Less: refunds	(327,000)	(331,000)	(4,000)	1.2%
Net potential	31,949,000	32,519,000	570,000	1.8%
Less: uncollected	(196,000)	(393,000)	(197,000)	100.5%
Net tuition	31,753,000	32,126,000	373,000	1.2%
<i>Tuition--Collection of Prior Years</i>	75,000	75,000	-	0.0%
<i>Tuition--Summer Session</i>				
First Term	452,000	458,000	6,000	1.3%
Second Term	724,000	329,000	(395,000)	-54.6%
STP	-	368,000	368,000	
Foreign Study	-	443,000	443,000	
Total Summer	1,176,000	1,598,000	422,000	35.9%
Total tuition	33,004,000	33,799,000	795,000	2.4%
<i>Student Fees</i>				
Application fees	70,000	60,000	(10,000)	-14.3%
Forfeited deposits	13,000	13,000	-	0.0%
Late fees	51,000	56,000	5,000	9.8%
Total fees	134,000	129,000	(5,000)	-3.7%
<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	-	0.0%
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 2021	Budget 2022	Inc (Dec)	%
<i>Prior Year Expenses Reimbursed</i>	10,000	10,000	-	0.0%
Subtotal	33,292,000	34,082,000	790,000	2.4%
<i>Transfer to Cadet Financial Aid</i>	(3,700,000)	(3,200,000)	500,000	-13.5%
Total E&G Program	29,592,000	30,882,000	1,290,000	4.4%
<i>Auxiliary Program</i>				
<i>Cadet Fees--Regular Session</i>				
Gross fees--current year	28,133,000	28,839,000	706,000	2.5%
Less: refunds	(228,000)	(234,000)	(6,000)	2.6%
Net potential	27,905,000	28,605,000	700,000	2.5%
Less: uncollected	-	-	-	
Net collections	27,905,000	28,605,000	700,000	2.5%
Transfer fees to Athletics Program	(5,879,000)	(6,014,000)	(135,000)	2.3%
Net cadet fees	22,026,000	22,591,000	565,000	2.6%
<i>Food Service</i>				
Cadet fees--summer session	-	258,000	258,000	
Commission revenue-Parkhurst	102,000	12,000	(90,000)	-88.2%
Total food service	102,000	270,000	168,000	164.7%
<i>Barracks</i>				
Cadet fees--summer session	-	235,000	235,000	
Rents--summer camps/others	25,000	17,000	(8,000)	-32.0%
Total Barracks	25,000	252,000	227,000	908.0%
<i>Military Store/Other Sales</i>	23,000	15,000	(8,000)	-34.8%
<i>Medical/Other--Cadet fees (summer)</i>	-	59,000	59,000	
<i>Parking Fees and Fines</i>	40,000	37,000	(3,000)	-7.5%
Total cadet fees/sales	22,216,000	23,224,000	1,008,000	4.5%
<i>Other Income</i>				
Rents--Post Housing	370,000	325,000	(45,000)	-12.2%
Rents-Cameron Hall	2,000	2,000	-	0.0%

	Budget 2021	Budget 2022	Inc (Dec)	%
Interest earned on Reserves	300,000	200,000	(100,000)	-33.3%
Miscellaneous	45,000	25,000	(20,000)	-44.4%
Total Other	717,000	552,000	(165,000)	-23.0%
Subtotal	22,933,000	23,776,000	843,000	3.7%
Add: Transfer in from Reserves	906,000	437,000	(469,000)	-51.8%
Total AUX Program	23,839,000	24,213,000	374,000	1.6%

Unique Military Activities

Cadet Fees

Gross fees--current year	3,854,000	3,934,000	80,000	2.1%
Less: refunds	(37,000)	(38,000)	(1,000)	2.7%
Net potential	3,817,000	3,896,000	79,000	2.1%
Less: uncollected				
Net cadet fees	3,817,000	3,896,000	79,000	2.1%

Sales and Other Income

Military Store Sales	68,000	69,000	1,000	1.5%
Total UMA	3,885,000	3,965,000	80,000	2.1%

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 \$574,000 or 1.8% and is attributed primarily to the increase in tuition rates partially offset by a decrease in the number of out-of-state cadets compared to prior year.

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 \$23,436 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 \$14,250.30 and is from a former cadet whose cadetship ended with an outstanding balance. 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 former cadet. The Board's approval of the FY 2022 budget includes approval to write-off this account.

The amount the Superintendent would normally write-off during FY 2021 totals \$19.70 and is made up of two cadet accounts. Due to immateriality, these write-offs will be held until FY 2022. Both debts are two years old and will fall within the allowable timeframe for write-off despite the one-year postponement. The decrease in potential write-offs this year is attributed to significant efforts by the Bursar Office staff to collect delinquent accounts.

Tuition Revenue—Summer Session

Summer session tuition revenue is expected to increase \$422,000 or 35.9% because of the reinstatement of the Foreign Study program canceled last year due to the pandemic.

Transfer to Cadet Financial Aid

Tuition revenue used to fund cadet financial aid is budgeted at \$3.2 million, a \$500,000 decrease over last year. The actual cost for FY 2020 was about \$2.7 million and we expect FY 2021 to be about the same. 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 2018, the task force revised VMI's financial aid policy by bringing grants and loans from 60% to 55% of demonstrated need (as determined by federal guidelines). This provided 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 increase \$706,000 or 2.5%. This reflects an increase of \$470 or 2.7% in total cadet auxiliary fees consisting of room, board, athletic, medical, cadet activities/facilities, debt service, laundry/dry cleaning, and haircuts, and a projected enrollment increase.

Athletic fee revenue is transferred to the Intercollegiate Athletics Program which operates as a Local auxiliary activity. The \$135,000 increase in fees transferred to the Athletics Program reflects the \$90 or 2.5% increase in the Athletic Fee.

Cadet Fee Revenue—Summer Session

The summer session food service and Barracks cadet fee revenue increase reflects the expectation of on Post programs returning in 2021 after being on-line in 2020.

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 2022 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 4 September 2019, and previous exceptions granted by the Superintendent, the following 11 officials are required to live on Post: Superintendent, Deputy Superintendent for 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 reflect recent rates and projected cash balances more closely.

Transfer to Reserves

The transfer from the Auxiliary Fund Balance (or reserves) totals \$437,000 for FY 2022 and represents a projected operating deficit in the Auxiliary program for FY 2022.

VMI's Auxiliary Fund Balance is projected to approximate \$16.8 million on 30 June 2021 and \$16.1 million on 30 June 2022. Based on experience for working capital needs, VMI's minimum target for the fund balance is about \$11.0 million. In addition, the fund balance includes reserves for future capital improvements to auxiliary facilities.

Unique Military Activities Program

Cadet Fee Revenue

Cadet fee revenue before refunds is budgeted to increase \$80,000 or 2.1%. This reflects an increase of \$72 in the cadet UMA fee. The cadet UMA fee totals \$2,454 for FY 2022 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	2020	%	2022	%	Inc (Dec)	%
Instruction	20,609,000	48.9%	22,287,000	48.8%	1,678,000	8.1%
Public Service	121,000	0.3%	121,000	0.3%	-	0.0%
Academic Support	6,903,000	16.4%	7,084,000	15.5%	181,000	2.6%
Cadet Services	3,096,000	7.3%	3,356,000	7.3%	260,000	8.4%
Institutional Support	5,021,000	11.9%	5,940,000	13.0%	919,000	18.3%
Physical Plant	6,380,000	15.1%	6,910,000	15.1%	530,000	8.3%
Total E&G Program	42,130,000	100.0%	45,698,000	100.0%	3,568,000	8.5%

Notes:

- 1. The percentage of E&G Program funds allocated for Instruction, Academic Support and Cadet Services totals 72% in FY 2022, down from 73% in FY 2021.*
- 2. The 5% pay increase and resulting increase in fringe benefit costs account for a large portion of the total departmental increases over FY 2021. Instruction cost includes the new Core Leadership full-time teaching position. Institutional Support includes three new positions (see Total Employment Schedule in the Significant Assumptions section).*

E&G Program
Revenue and Expenditure Budget Changes
FY 2022 Compared to FY 2021

Revenue Increase (Decrease)

General Funds

MERC/MAC	103,000	
Core Leadership program	126,000	
Institutional Support/Affordable Access	1,000,000	
Additional one-time funding for Covid related expenses	243,000	
Adjust estimated FY 2021 budgeted central appropriations to actual	149,000	
Estimated State share of 5% salary increase	551,000	
State share of FY 2021 fringe benefit changes	107,000	
Total General Funds		2,279,000

Cadet Tuition/Other Income

Tuition rate increase for in-state cadets (2.3%)	228,000	
Tuition rate increase for out-of-state cadets (2.3%)	515,000	
Net enrollment increase for in-state cadets	122,000	
Net enrollment decrease for out-of-state cadets	(288,000)	
Summer Sessions revenue increase	422,000	
Increase in refunds and uncollectible accounts	(201,000)	
Decrease amount of T&F revenue used for financial aid	500,000	
Other	(8,000)	
Total Cadet Tuition/Other Income		<u>1,290,000</u>

Total Revenue Increase (Decrease)

3,569,000

Expenditures Increase (Decrease)

Personal Services:

Faculty/Staff salary - 5% pay increase, DEI Office, Legal Counsel	2,266,000	
Fringe Benefit Costs	657,000	
Decrease in Budgeted Vacancy Savings	197,000	
Indirect Costs - Increase Recoveries from Auxiliary and UMA	(221,000)	
Total Personal Services		2,899,000

Non-Personal Services:

Contingencies Non-Personnel Budget Increase	171,000	
CDO and Legal Counsel Offices non-personal expenses	28,000	
Summer foreign study expenses adjustment	356,000	
Indirect Costs - Decrease in Recoveries from Auxiliary and UMA	115,000	
Total Non-Personal Services		<u>670,000</u>

Total Expenditures Increase (Decrease)

3,569,000

**Auxiliary Enterprises Budget
Revenue and Expenditure Budget Changes
FY 2022 Compared to FY 2021**

Revenue Increase (Decrease)

Cadet fees revenue--rate increase (\$470 per cadet or 2.7%)	698,000	
Cadet fees revenue--enrollment increase	2,000	
Increase in transfer fees to Athletics program	(135,000)	
Increase in Summer Session revenues	462,000	
Decrease in Interest Earned on Reserves	(100,000)	
Net other changes	(84,000)	
Decrease in Transfer from Reserves	(469,000)	
Total Revenue Increase (Decrease)		<u>374,000</u>

Expenditures Increase (Decrease)

Personal Services

Faculty/Staff salary increases/transfers	467,000	
Increase in Recoveries from UMA	(274,000)	
Fringe Benefit Changes	108,000	
Total Personal Services		301,000

Nonpersonal Services

Food Service--cadet meals (rate increase)	159,000	
CPTF NPS cost moved to UMA	(35,000)	
Increase in indirect costs payable to E&G Program	120,000	
Net change in debt service costs (due to bond refunding in FY2021)	(177,000)	
Net change in Contingency budget	6,000	
Total Nonpersonal Services		<u>73,000</u>

Total Expenditures Increase (Decrease)		<u>374,000</u>
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State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	NonPers Total	2022 Total	2021 Total	Inc (Dec)	%	Notes
<i>Instruction</i>															
Biology	11	672,134	293,969	966,103	18,000	500	4,085	1,500	-	24,085	990,188	943,105	47,083	5.0%	
Chemistry	10	658,469	351,577	1,010,046	16,884	2,100	5,000	100	-	24,084	1,034,130	1,052,949	(18,819)	-1.8%	
Physics/Astronomy	7	484,104	194,164	678,268	3,937	1,200	5,500	600	-	11,237	689,505	690,831	(1,326)	-0.2%	
Civil Engineering	14	1,166,253	449,089	1,615,342	6,940	100	650	-	200	7,890	1,623,232	1,433,061	190,171	13.3%	1
Mechanical Engineering	10	981,651	350,900	1,332,551	11,000	1,100	7,200	1,752	-	21,052	1,353,603	1,506,217	(152,614)	-10.1%	1
Electrical Engineering	9	794,353	296,889	1,091,242	4,200	-	750	1,712	-	6,662	1,097,904	1,050,821	47,083	4.5%	
Applied Mathematics	13	876,079	377,106	1,253,185	2,400	3,700	13,019	2,400	-	21,519	1,274,704	1,328,385	(53,681)	-4.0%	
Computer Info Science	9	759,314	321,200	1,080,514	4,200	1,500	5,300	1,500	-	12,500	1,093,014	1,039,342	53,672	5.2%	
English, Rhetoric, Hmn St	16	934,559	461,843	1,396,402	150	50	5,954	-	-	6,154	1,402,556	1,341,766	60,790	4.5%	
History	14	978,755	400,785	1,379,540	1,400	500	2,295	-	100	4,295	1,383,835	1,409,869	(26,034)	-1.8%	
Internat'l Studies	8	559,192	236,899	796,091	1,500	50	3,374	2,000	-	6,924	803,015	747,521	55,494	7.4%	
Economics	13	1,231,318	483,707	1,715,025	-	-	6,669	-	-	6,669	1,721,694	1,666,414	55,280	3.3%	
Modern Language	12	811,142	349,031	1,160,173	4,200	4,500	6,006	2,500	1,000	18,206	1,178,379	1,054,919	123,460	11.7%	1
Psychology	10	617,193	318,208	935,401	2,000	4,000	8,216	1,000	-	15,216	950,617	906,272	44,345	4.9%	
Physical Education	10	686,412	309,828	996,240	4,500	2,000	3,541	200	-	10,241	1,006,481	971,958	34,523	3.6%	
ROTC - Army	4	183,005	51,022	234,027	2,000	2,200	5,010	600	-	9,810	243,837	233,117	10,720	4.6%	
ROTC - Navy	1	33,789	31,296	65,085	500	-	3,701	-	-	4,201	69,286	67,104	2,182	3.3%	
ROTC - Air Force	1	30,363	16,633	46,996	3,419	150	800	-	-	4,369	51,365	49,003	2,362	4.8%	
ROTC - Army FTX	-	-	-	-	600	800	100	-	620	2,120	2,120	2,120	-	0.0%	
ROTC - Navy FTX	-	-	-	-	1,500	1,500	2,500	-	900	6,400	6,400	6,400	-	0.0%	

State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	NonPers Total	2022 Total	2021 Total	Inc (Dec)	%	Notes
ROTC - AF FTX	-	-	-	-	4,000	800	7,000	-	1,000	12,800	12,800	12,800	-	0.0%	
Writing Center	-	25,172	1,926	27,098	-	-	-	-	-	-	27,098	25,807	1,291	5.0%	
MERC	1	132,653	37,534	170,187	2,580	-	2,000	-	-	4,580	174,767	79,057	95,710	121.1%	1
Undergrad Research	-	20,860	3,621	24,481	1,700	500	1,100	360	-	3,660	28,141	26,691	1,450	5.4%	
Teacher Education	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Elect Maint Shop	-	-	-	-	1,370	-	-	-	-	1,370	1,370	1,370	-	0.0%	
Metal Shop	2	98,923	70,484	169,407	960	-	-	-	-	960	170,367	164,135	6,232	3.8%	
PT Faculty-Reg Ses	-	1,315,480	100,634	1,416,114	-	-	-	-	-	-	1,416,114	1,348,680	67,434	5.0%	
PT Faculty-Sum Ses	-	517,650	39,600	557,250	-	-	-	-	-	-	557,250	530,715	26,535	5.0%	
PT Faculty-STP	-	157,500	12,049	169,549	-	-	-	-	-	-	169,549	161,475	8,074	5.0%	
PT Faculty-Sum FS	-	54,993	4,207	59,200	-	179,000	154,900	-	21,400	355,300	414,500	-	414,500	0.0%	2
Equipment Lease	-	-	-	-	-	-	-	-	88,900	88,900	88,900	88,900	-	0.0%	
Dean's Discretionary	-	-	-	-	100,000	55,000	127,314	70,000	10,000	362,314	362,314	362,314	-	0.0%	
Dean Faculty Research	-	-	-	-	14,350	23,000	2,500	150	-	40,000	40,000	40,000	-	0.0%	
Dean's Faculty Funds	1	603,558	170,349	773,907	-	-	-	-	-	-	773,907	191,254	582,653	304.6%	3
Dean's Software	-	-	-	-	-	-	52,300	14,000	-	66,300	66,300	66,300	-	0.0%	
Dean's Faculty Travel	-	-	-	-	-	7,100	1,000	-	-	8,100	8,100	8,100	-	0.0%	
Total Instruction	176	15,384,874	5,734,550	21,119,424	214,290	291,350	437,784	100,374	124,120	1,167,918	22,287,342	20,608,772	1,678,570	8.1%	
Public Service															
Museum	1	93,469	26,015	119,484	1,500	-	200	-	-	1,700	121,184	120,610	574	0.5%	

State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Contract Services	Equip	Other	NonPers Total	2022 Total	2021 Total	Inc (Dec)	%	Notes
Total Public Serv	1	93,469	26,015	119,484	200	-	-	1,700	121,184	120,610	574	0.5%	
<i>Academic Support</i>													
Preston Library	13	842,615	361,421	1,204,036	301,660	89,000	-	405,660	1,609,696	1,559,630	50,066	3.2%	
Info Technology	20	1,470,274	699,072	2,169,346	714,897	500,000	-	1,233,897	3,403,243	3,335,887	67,356	2.0%	
Dean of Faculty	6	655,214	227,269	882,483	4,700	-	-	9,969	892,452	861,702	30,750	3.6%	
Inst Research/Analysis	5	381,545	137,398	518,943	16,000	18,000	640	45,640	564,583	549,174	15,409	2.8%	
Internat'l Programs	2	137,273	34,534	171,807	9,500	-	1,000	23,660	195,467	187,642	7,825	4.2%	
Ctr Leadership & Ethics	-	-	-	-	10,000	-	-	10,000	10,000	10,000	-	0.0%	
Sum Sch Adm--Reg	0	38,867	14,511	53,378	3,027	-	-	3,027	56,405	54,096	2,309	4.3%	
Sum Sch Adm--STP	-	9,030	691	9,721	152	-	-	5,152	14,873	14,410	463	3.2%	
Dean-New Fac Uniforms	-	-	-	-	-	-	-	12,000	12,000	12,000	-	0.0%	
Institute Assessmnt	-	23,629	1,808	25,437	18,400	15,000	-	60,400	85,837	84,626	1,211	1.4%	
Program Review	-	-	-	-	4,000	-	2,150	14,150	14,150	14,150	-	0.0%	
SACSCOC Accreditation	-	28,428	2,054	30,482	4,100	-	1,000	6,500	36,982	35,530	1,452	4.1%	
Inst Writing Program	-	-	-	-	6,000	-	-	9,500	9,500	9,500	-	0.0%	
Inst Honors Program	-	12,486	955	13,441	3,000	1,000	-	8,000	21,441	20,801	640	3.1%	
VMIRL Support	-	-	-	-	55,000	-	-	55,000	55,000	55,000	-	0.0%	
Cadet Assist-Instruction	-	44,576	-	44,576	-	-	-	-	44,576	42,453	2,123	5.0%	
Media Services	-	-	-	-	5,400	12,000	-	18,400	18,400	18,400	-	0.0%	
Moving/Relocation	-	36,750	2,811	39,561	-	-	-	-	39,561	37,678	1,883	5.0%	
Total Acad Supt	47	3,680,687	1,482,524	5,163,211	68,129	635,000	4,790	1,920,955	7,084,166	6,902,679	181,487	2.6%	

State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	NonPers Total	2022 Total	2021 Total	Inc (Dec)	%	Notes
<i>Student Services</i>															
Admissions	12	718,057	332,882	1,050,939	14,000	25,000	442,400	2,500	100	484,000	1,534,939	1,491,607	43,332	2.9%	
Financial Aid	4	230,223	144,228	374,451	3,000	4,500	5,000	500	-	13,000	387,451	376,981	10,470	2.8%	
Registrar	5	300,611	153,532	454,143	12,095	200	13,000	-	-	25,295	479,438	448,209	31,229	7.0%	4
Cadet Counseling	2	166,700	82,721	249,421	2,500	500	5,500	500	-	9,000	258,421	219,166	39,255	17.9%	
Disabilities Services	-	21,922	1,677	23,599	2,000	-	1,000	-	-	3,000	26,599	28,475	(1,876)	-6.6%	
Miller Academic Center	3	211,348	92,685	304,033	3,000	500	4,138	500	-	8,138	312,171	189,895	122,276	64.4%	5
Career Services	3	173,549	67,174	240,723	3,640	3,600	6,400	500	500	14,640	255,363	245,197	10,166	4.1%	
Commandant Cadet Pgrms	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Cadet Assist-Other	-	101,497	-	101,497	-	-	-	-	-	-	101,497	96,664	4,833	5.0%	
Orientation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Student Serv	29	1,923,907	874,899	2,798,806	40,235	34,300	477,438	4,500	600	557,073	3,355,879	3,096,194	259,685	8.4%	
<i>Institutional Support</i>															
Board of Visitors	-	-	-	-	500	13,000	12,500	-	-	26,000	26,000	26,000	-	0.0%	
Superintendent	6	651,005	218,940	869,945	1,200	1,600	18,200	500	500	22,000	891,945	833,438	58,507	7.0%	
Diversity, Equity, Inclusion	2	162,750	77,933	240,683	5,000	10,000	5,000	-	8,500	28,500	269,183	-	269,183		6
Legal Counsel	1	130,000	46,981	176,981	-	-	-	-	-	-	176,981	-	176,981		6
Chief of Staff	-	-	-	-	500	1,500	5,000	1,000	500	8,500	8,500	8,500	-	0.0%	
Finance and Admin	5	561,959	195,131	757,090	4,500	6,100	12,800	1,200	2,000	26,600	783,690	750,405	33,285	4.4%	
Treasurer	4	364,711	149,931	514,642	250	1,200	3,050	500	-	5,000	519,642	504,720	14,922	3.0%	

State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	NonPers Total	2022 Total	2021 Total	Inc (Dec)	%	Notes
Comptroller	11	714,055	340,008	1,054,063	3,500	1,600	38,840	2,200	500	46,640	1,100,703	1,058,634	42,069	4.0%	
Human Resources	5	323,415	147,700	471,115	1,700	250	20,779	-	500	23,229	494,344	472,480	21,864	4.6%	
Procurement	4	249,312	112,608	361,920	1,200	2,100	8,000	-	200	11,500	373,420	358,404	15,016	4.2%	
Communications/Mkt	10	649,139	262,029	911,168	6,000	8,000	91,050	38,000	1,000	144,050	1,055,218	1,001,811	53,407	5.3%	
Printing/Publications	-	-	-	-	2,000	-	27,100	-	-	29,100	29,100	29,100	-	0.0%	
Videography	-	-	-	-	-	-	3,200	-	-	3,200	3,200	3,200	-	0.0%	
Post Security	11	554,213	354,976	909,189	11,000	26,000	11,500	10,000	500	59,000	968,189	931,626	36,563	3.9%	
Central Dispatch	-	-	-	-	-	-	58,550	-	-	58,550	58,550	58,550	-	0.0%	
Protocol	2	109,426	58,945	168,371	2,850	-	2,850	-	-	5,700	174,071	167,332	6,739	4.0%	
Post Mail	3	115,063	56,582	171,645	7,000	-	138,000	3,000	12,000	160,000	331,645	335,214	(3,569)	-1.1%	
Post Transportation	2	77,538	44,208	121,746	70,000	20,000	11,500	20,000	-	121,500	243,246	237,964	5,282	2.2%	
Legislative Affairs	-	-	-	-	500	17,000	2,000	500	-	20,000	20,000	20,000	-	0.0%	
Title IX	-	22,712	1,737	24,449	500	9,000	20,300	500	-	30,300	54,749	53,585	1,164	2.2%	
Institute Planning	-	-	-	-	500	1,000	3,000	500	-	5,000	5,000	7,000	(2,000)	-28.6%	
Emergency Management	-	-	-	-	400	-	1,500	100	-	2,000	2,000	2,000	-	0.0%	
Telephone	-	-	-	-	-	-	90,000	10,000	-	100,000	100,000	100,000	-	0.0%	
Duplicating	-	-	-	-	30,000	-	70,000	-	-	100,000	100,000	80,000	20,000	25.0%	
Printer Services	-	-	-	-	-	-	10,000	-	-	10,000	10,000	40,000	(30,000)	-75.0%	
General Insurance	-	-	-	-	-	-	-	-	280,000	280,000	280,000	280,000	-	0.0%	
Debt Service Fee	-	-	-	-	-	-	-	-	400,470	400,470	400,470	400,470	-	0.0%	
State Fees (eVA/Cardinal)	-	-	-	-	-	-	-	-	40,000	40,000	40,000	28,000	12,000	42.9%	

State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	NonPers Total	2022 Total	2021 Total	Inc (Dec)	%	Notes
State Fees ("ORP")	-	-	-	-	-	-	22,000	-	-	22,000	22,000	22,000	-	0.0%	
Credit Card Discounts	-	-	-	-	-	-	12,000	-	-	12,000	12,000	12,000	-	0.0%	
Dues & Memberships	-	-	-	-	-	-	22,172	-	-	22,172	22,172	22,172	-	0.0%	
Recruiting	-	-	-	-	-	-	15,000	-	-	15,000	15,000	15,000	-	0.0%	
Staff Uniforms	-	-	-	-	15,000	-	-	-	-	15,000	15,000	15,000	-	0.0%	
Trash Collection	-	-	-	-	1,000	-	-	-	61,000	62,000	62,000	62,000	-	0.0%	
Commencement	-	-	-	-	100	100	4,000	-	9,800	14,000	14,000	14,000	-	0.0%	
Vacancy Savings/Transfers	-	(210,000)	(90,000)	(300,000)	-	-	-	-	-	-	(300,000)	(420,000)	120,000	-28.6%	7
Contingencies	-	120,635	24,742	145,377	50,000	25,000	835,000	200,000	211,000	1,321,000	1,466,377	1,288,454	177,923	13.8%	8
Salary Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bonuses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Subtotal	65	4,595,933	2,002,451	6,598,384	215,200	143,450	1,574,891	288,000	1,028,470	3,250,011	9,848,395	8,819,059	1,029,336	11.7%	
Recoveries-Athletics		(378,700)	(162,300)	(541,000)	(18,000)	(12,000)	(129,000)	(23,000)	(84,000)	(266,000)	(807,000)	(742,000)	(65,000)	8.8%	
Recoveries-Aux		(975,100)	(417,900)	(1,393,000)	(46,000)	(30,000)	(332,000)	(61,000)	(217,000)	(686,000)	(2,079,000)	(1,959,000)	(120,000)	6.1%	
Recoveries -UMA		(439,600)	(188,400)	(628,000)	(21,000)	(14,000)	(150,000)	(27,000)	(98,000)	(310,000)	(938,000)	(1,013,000)	75,000	-7.4%	
UMA (Demands)		(77,500)	(7,000)	(84,500)	-	-	-	-	-	-	(84,500)	(84,500)	-	0.0%	
Total Recoveries	-	(1,870,900)	(775,600)	(2,646,500)	(85,000)	(56,000)	(611,000)	(111,000)	(399,000)	(1,262,000)	(3,908,500)	(3,798,500)	(110,000)	2.9%	
Total Instit Support	65	2,725,033	1,226,851	3,951,884	130,200	87,450	963,891	177,000	629,470	1,988,011	5,939,895	5,020,559	919,336	18.3%	
Physical Plant															
Administration	11	797,409	356,381	1,153,790	4,000	4,000	19,000	1,000	-	28,000	1,181,790	1,143,388	38,402	3.4%	

State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Contract Services	Equip	Other	NonPers Total	2022 Total	2021 Total	Inc (Dec)	%	Notes
Construction Office	2	142,093	57,705	199,798	-	-	-	-	199,798	191,160	8,638	4.5%	
Bldg Repair/Maint	28	1,166,139	726,626	1,892,765	2,500	7,800	8,000	1,153,000	3,045,765	2,959,442	86,323	2.9%	
Custodial Service	18	568,547	303,296	871,843	-	500	500	102,200	974,043	792,734	181,309	22.9%	9
Energy Savings/Demand	-	-	-	-	-	4,000	-	25,000	25,000	-	-	0.0%	
Grounds Maintenance	11	365,022	280,286	645,308	-	38,000	3,000	125,000	770,308	670,590	99,718	14.9%	9
Heating Plant	3	143,240	90,248	233,488	500	6,000	-	73,500	306,988	304,617	2,371	0.8%	
Utilities	-	-	-	-	-	-	2,833,750	3,213,750	3,213,750	3,213,750	-	0.0%	
Property Insurance	-	-	-	-	-	-	380,500	380,500	380,500	380,500	-	0.0%	
Plant Contingencies	-	-	-	-	-	-	-	125,000	125,000	125,000	-	0.0%	
Part-time wages	-	364,694	27,899	392,593	-	-	-	-	392,593	292,393	100,200	34.3%	10
Alumni Hall Maint	2	58,968	32,824	91,792	-	-	-	6,400	98,192	85,341	12,851	15.1%	
Special Projects	-	-	-	-	1,000	-	12,000	34,300	34,300	115,806	(81,506)	-70.4%	10
Vacancy Savings/Transfers	-	(140,000)	(60,000)	(200,000)	-	-	-	-	(200,000)	(277,000)	77,000	-27.8%	7
Subtotal	74	3,466,112	1,815,265	5,281,377	8,000	57,300	3,237,750	5,266,650	10,548,027	10,022,721	525,306	5.2%	
Recoveries-UJA Kil/Par	-	-	-	-	-	-	(105,000)	(235,500)	(235,500)	(235,500)	-	0.0%	
Recoveries-UJA	-	(109,200)	(46,800)	(156,000)	-	(2,000)	(96,000)	(156,000)	(312,000)	(337,000)	25,000	-7.4%	
Recoveries-Athletics	-	(303,100)	(129,900)	(433,000)	(1,000)	(5,000)	(265,000)	(432,000)	(865,000)	(844,000)	(21,000)	2.5%	
Recoveries--Utilities	-	-	-	-	-	-	-	-	-	-	-	-	
Recoveries-Aux	-	(780,500)	(334,500)	(1,115,000)	(2,000)	(12,000)	(683,000)	(1,111,000)	(2,226,000)	(2,226,000)	-	0.0%	
Total Recoveries	-	(1,192,800)	(511,200)	(1,704,000)	(3,000)	(19,000)	(1,149,000)	(1,934,500)	(3,638,500)	(3,642,500)	4,000	-0.1%	
Total Physical Plant	74	2,273,312	1,304,065	3,577,377	5,000	38,300	2,088,750	3,332,150	6,909,527	6,380,221	529,306	8.3%	

State Funds
E&G Expenditures

Department	FTE	Salaries & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	NonPers Total	2022 Total	2021 Total	Inc (Dec)	%	Notes
<i>E&G Summary</i>															
Before recoveries	393	29,144,982	11,935,704	41,080,686	1,415,025	545,229	4,723,149	1,085,174	4,395,730	12,164,307	53,244,993	49,570,035	3,674,958	7.4%	
Recoveries	-	(3,063,700)	(1,286,800)	(4,350,500)	(437,500)	(59,000)	(1,022,000)	(130,000)	(1,548,000)	(3,196,500)	(7,547,000)	(7,441,000)	(106,000)	1.4%	11
Total E&G	392.80	26,081,282	10,648,904	36,730,186	977,525	486,229	3,701,149	955,174	2,847,730	8,967,807	45,697,993	42,129,035	3,568,958	8.5%	

State Funds E&G Expenditure Notes

Note: The Budgets for all departments with personal services include a 5% pay increase and resulting increases in fringe benefit costs.

1. The Civil Engineering and Modern Language departmental increase is attributed to the “buy-back” of one position in each department previously paid by Jackson Hope Local funds. Mechanical Engineering decreased with the elimination of the extra position budgeted in FY 2021 to allow for temporary overlap pending faculty retirement. Math Education Resource Center (MERC) increased with the shift of wage tutors funded from Jackson Hope Local funds to E&G. The MERC tutors were part of a budget request approved by the State at the beginning of the biennium, later “un-allotted” when State revenue projections were revised to reflect the impact of the pandemic.
2. Due to COVID-19, the Summer Foreign Study programs were cancelled for FY 2021. The FY 2022 budget is based on the expected return of the Summer Foreign Study program.
3. This amount is the faculty pool funds resulting from turnover savings and is used at the Dean’s discretion for faculty promotions and salary adjustments as needed. The amount available varies from year to year. The large increase for FY 2022 is indicative of turnover savings resulting from senior faculty retirements.
4. The change in Registrar total expenses consists of the salary and fringe benefit increase and the reclassification of a Classified Staff position to an Administrative Professional position.
5. Miller Academic Center (MAC) increased with the shift of wage tutors funded from Jackson Hope Local funds to E&G. The MAC tutors were part of a budget request approved by the State at the beginning of the biennium, later “un-allotted” when State revenue projections were revised to reflect the impact of the pandemic. An additional Administrative Professional position was approved bringing total full-time headcount to three.
6. Addition of Diversity, Equity, and Inclusion Office of one Administrative Professional staff position (Director) and one Classified staff position (Admin Assistant). Addition of Legal Counsel Administrative Professional position in FY 2022.
7. Vacancy turnover savings is less than budgeted in FY 2021 as departments begin the return to “pre-pandemic” staffing. Several vacant positions put on hold in FY 2021 are now being filled.
8. Contingencies are generally budgeted to mitigate revenue shortfalls and provide for emergencies and other unforeseen costs. The budgeted amount available for FY 2022 is \$171,000 more than FY 2021.

9. During FY 2021, Custodial Service and Grounds Worker salaries were increased to a more competitive salary range to improve retention of these critical operational positions. The minimum wage was raised from \$11.00 an hour to \$13.50.
10. The wages budgeted under Special Projects was shifted to Part-Time Wages to reflect how payroll is being coded. The net increase in cost is due to the 5% pay increase budgeted to include hourly staff.
11. 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 2022 recoveries reflect a total increase of \$106,000 or 1.4% over FY 2021. 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.

State Funds
Auxiliary Expenditures

Department	FTE	Salary & Wages	Fringe Benefits	Less: Uma	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	NPS Total	2022 Total	2021 Total	Inc (Dec)	Notes
Food Service	-	-	-	-	-	6,000	2,500	7,145,000	85,000	2,000	7,240,500	7,240,500	7,081,000	159,500	2.3% 1
Food Service Maint	1	33,737	31,283	-	65,020	25,000	-	107,000	-	47,000	179,000	244,020	241,840	2,180	0.9%
Barracks Maintenance	18	674,388	343,601	-	1,017,989	160,000	-	204,000	100,000	-	464,000	1,481,989	1,350,544	131,445	9.7% 2
Barracks Utilities	-	-	-	-	-	2,700	-	19,000	-	408,300	430,000	430,000	430,000	-	0.0%
Barracks Network	3	159,383	63,501	-	222,884	-	-	72,000	2,500	1,500	76,000	298,884	289,196	9,688	3.3%
Military Store	9	362,035	182,484	(517,292)	27,227	-	1,500	-	100	16,400	18,000	45,227	44,477	750	1.7%
Tailor Shop	11	397,858	252,615	(650,473)	-	-	-	-	-	-	-	-	-	-	3
Laundry/Pressing	29	738,704	559,506	(973,658)	324,552	20,000	-	1,000	3,500	21,200	45,700	370,252	344,450	25,802	7.5% 4
Barber Shop	2	245,167	40,815	-	285,982	16,500	-	2,000	-	2,500	21,000	306,982	293,742	13,240	4.5%
Student Health	14	778,007	428,859	(899,115)	307,751	9,350	3,000	4,000	-	2,000	18,350	326,101	291,176	34,925	12.0% 5
Cadet Insurance	-	-	-	-	-	-	-	-	-	483,000	483,000	483,000	483,000	-	0.0%
Student Union	3	209,921	95,401	-	305,322	9,000	1,800	27,400	3,500	4,800	46,500	351,822	336,637	15,185	4.5%
Cadet Programs	-	200,551	15,342	-	215,893	90,000	202,000	110,000	30,000	55,000	487,000	702,893	692,613	10,280	1.5%
Career Services	-	-	-	-	-	700	-	-	-	300	1,000	1,000	1,000	-	0.0%
Cadet Counseling	2	119,345	35,656	-	155,001	12,000	1,000	27,300	2,800	1,500	44,600	199,601	192,590	7,011	3.6%
Corps Trips	-	-	-	-	-	-	119,000	7,000	-	-	126,000	126,000	126,000	-	0.0%
Glee Club	-	-	-	-	-	500	9,000	500	-	-	10,000	10,000	10,000	-	0.0%
Academic Clubs	-	-	-	-	-	1,000	3,450	1,500	-	-	5,950	5,950	5,950	-	0.0%
Honor Court	-	35,203	2,693	-	37,896	700	-	3,800	500	-	5,000	42,896	41,092	1,804	4.4%
Inspector General	1	103,087	19,664	-	122,751	-	-	-	-	-	-	122,751	116,929	5,822	5.0%
Parents Council	-	-	-	-	-	1,000	-	7,000	500	-	8,500	8,500	8,500	-	0.0%

State Funds
Auxiliary Expenditures

Department	FTE	Salary & Wages	Fringe Benefits	Less: Uma	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	NPS Total	2022 Total	2021 Total	Inc (Dec)	Notes	
Post Housing-Maint	5	190,783	112,623	-	303,406	20,100	-	156,800	11,800	3,300	192,000	495,406	479,011	16,395	3.4%	
Post Housing-Utilities	-	-	-	-	-	-	-	-	-	77,000	77,000	77,000	77,000	-	0.0%	
Cameron Hall-Oper	1	36,855	14,288	-	51,143	2,500	-	17,800	7,200	500	28,000	79,143	76,466	2,677	3.5%	
Cameron Hall-Maint	-	-	-	-	-	-	-	95,665	-	-	95,665	95,665	95,665	-	0.0%	
Athletic Facilities/Support	3	133,072	48,258	-	181,330	81,000	1,000	137,700	1,700	7,600	229,000	410,330	408,284	2,046	0.5%	
Weight Room	-	-	-	-	-	20,000	1,000	41,000	3,000	1,000	66,000	66,000	66,000	-	0.0%	
Cadet Recreation Facility	3	123,851	58,102	-	181,953	11,000	230	32,000	10,000	-	53,230	235,183	229,378	5,805	2.5%	
CPTF	-	-	-	-	-	-	-	-	-	-	-	-	35,000	(35,000)	-100.0%	6
MLFTG Maintenance	-	-	-	-	-	2,000	-	18,000	-	-	20,000	20,000	20,000	-	0.0%	
Auxiliary-Admin	3	188,539	53,955	-	242,494	20,000	2,000	9,500	1,000	7,500	40,000	282,494	292,190	(9,696)	-3.3%	
Master Planning	-	-	-	-	-	-	-	10,000	-	-	10,000	10,000	10,000	-	0.0%	
COOP	1	59,168	14,898	-	74,066	-	500	4,000	500	-	5,000	79,066	75,539	3,527	4.7%	
Post Security	2	171,065	69,760	-	240,825	1,000	-	20,000	8,000	2,000	31,000	271,825	261,612	10,213	3.9%	
State Fees (eVA/Cardinal)	-	-	-	-	-	-	-	-	-	55,000	55,000	55,000	55,000	-	0.0%	
Wellness Program	-	22,020	1,684	-	23,704	2,500	500	-	-	-	3,000	26,704	25,575	1,129	4.4%	
Museum Support	2	87,503	54,416	-	141,919	10,000	-	52,800	-	-	62,800	204,719	199,556	5,163	2.6%	
Indirect Costs-E&G	-	-	-	-	-	-	-	-	-	4,305,000	4,305,000	4,305,000	4,185,000	120,000	2.9%	7
Contingencies	-	109,951	22,551	-	132,502	200,000	75,000	826,000	175,000	30,000	1,306,000	1,438,502	1,426,192	12,310	0.9%	
Parking - On Post	-	-	-	-	-	16,000	-	9,000	-	5,000	30,000	30,000	30,000	-	0.0%	
Parking/Storage-Off Post	-	-	-	-	-	-	-	-	-	36,000	36,000	36,000	36,000	-	0.0%	
Maintenance Projects	1	58,293	25,870	-	84,163	5,500	-	967,500	26,000	1,000	1,000,000	1,084,163	1,084,832	(669)	-0.1%	

State Funds
Auxiliary Expenditures

Department	FTE	Salary & Wages	Fringe Benefits	Less: Uma	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	NPS Total	2022 Total	2021 Total	Inc (Dec)	Notes
Salary Contingencies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vacancy Savings/Transfers	-	(70,000)	(30,000)	-	(100,000)	-	-	-	-	-	-	(100,000)	(100,000)	-	0.0%
Debt Service-Crozet	-	-	-	-	-	-	-	-	-	839,000	839,000	839,000	887,000	(48,000)	-5.4% 8
Debt Service-Cocke	-	-	-	-	-	-	-	-	-	162,000	162,000	162,000	164,000	(2,000)	-1.2% 8
Debt Service-SIH	-	-	-	-	-	-	-	-	-	210,000	210,000	210,000	204,000	6,000	2.9%
Debt Service-Post Imp I	-	-	-	-	-	-	-	-	-	140,000	140,000	140,000	300,000	(160,000)	-53.3% 8
Debt Service-Post Imp II	-	-	-	-	-	-	-	-	-	81,000	81,000	81,000	290,000	(209,000)	-72.1% 8
Debt Service-Post Imp III	-	-	-	-	-	-	-	-	-	287,000	287,000	287,000	290,000	(3,000)	-1.0%
Debt Service-P Inf I,II,III	-	-	-	-	-	-	-	-	-	255,000	255,000	255,000	255,000	-	0.0%
Debt Service - Lackey Pk	-	-	-	-	-	-	-	-	-	239,000	239,000	239,000	-	239,000	
Total Auxiliary	112	5,168,486	2,517,825	(3,040,538)	4,645,773	746,050	423,480	10,136,265	472,600	7,789,400	19,567,795	24,213,568	23,839,036	374,532	1.6%

State Funds

Auxiliary Expenditure Notes

Note: The Budgets for all departments with personal services include a 5% pay increase and resulting increases in fringe benefit costs.

1. The Food Service budget reflects a 2.3% estimated increase in annual contract rates with Parkhurst.
2. The Barracks Maintenance budget increase is a result of the movement to \$13.50 an hour minimum starting pay.
3. Tailor Shop costs are budgeted 100% in the UMA Program although the employee positions are included in the Auxiliary Enterprise Program in accordance with the State budget policy.
4. 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).
5. Student Health costs are allocated 74.5% to the UMA Program and 25.5% to the Auxiliary Program in accordance with the State budget policy (the UMA portion is considered costs above the normal amount for health services encountered by students at non-military institutions).
6. The salary and fringe costs for CPTF were moved to UMA in FY 2021. The non-personal services budget is being moved over this fiscal year.
7. The Indirect Costs – E&G budget represents indirect cost reimbursement 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.
8. VMI will begin making debt service payments in FY 2022 on the VCBA debt issued in 2019 for the Lackey Parking project. In FY 2021, the State initiated VCBA 9(d) debt restructuring as a cost savings measure. VMI's VBCA debt for Improve Post Facilities (IPF) projects I and II, Cocke Hall and Crozet Hall were part of the bond refunding offerings occurring in FY 2021 and FY 2020. As a result of the refunding, debt service payments for FY 2022 are less than FY 2021.

State Funds
UMA Expenditures

Department	FTE	Salary & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	NPS Total	2022 Total	2021 Total	Inc (Dec)	Notes
Commandant	12	1,248,427	345,038	1,593,465	26,100	13,000	29,400	1,000	1,500	71,000	1,664,465	1,566,793	97,672	6.2%
Corps Marksmanship	1	64,253	11,695	75,948	36,000	7,500	6,500	8,500	500	59,000	134,948	131,348	3,600	2.7%
Commandant--FTX	-	-	-	-	500	8,200	800	-	500	10,000	10,000	10,000	-	0.0%
Band	2	143,761	81,775	225,536	3,000	7,400	2,000	1,000	100	13,500	239,036	230,130	8,906	3.9%
Rat Activities	-	-	-	-	10,000	42,000	6,000	2,000	12,800	72,800	72,800	72,800	-	0.0%
Rat Challenge	1	77,695	29,440	107,135	-	-	-	-	-	-	107,135	102,670	4,465	4.3%
UMA Training Fac	-	-	-	-	5,500	500	11,000	-	-	17,000	17,000	17,000	-	0.0%
Corp Phys Train Fac	3	122,345	67,471	189,816	21,500	-	4,500	8,000	1,000	35,000	224,816	180,183	44,633	24.8% 1
Corp Phys Train-Cocke	1	46,331	27,362	73,693	-	-	-	-	-	-	73,693	70,824	2,869	4.1%
Chief of Staff-HQ	1	105,740	42,465	148,205	-	-	-	-	-	-	148,205	141,795	6,410	4.5%
Cadet Counseling	1	68,311	32,897	101,208	-	2,600	3,200	-	400	6,200	107,408	103,228	4,180	4.0%
Armory	1	82,873	30,074	112,947	10,370	-	200	3,800	-	14,370	127,317	122,579	4,738	3.9%
Academic Advising	-	-	-	-	5,000	500	500	-	-	6,000	6,000	6,000	-	0.0%
Honor Court	-	-	-	-	-	-	4,000	-	-	4,000	4,000	4,000	-	0.0%
Wages--E&G Demand	-	-	-	-	-	-	-	-	84,500	84,500	84,500	84,500	-	0.0%
Indirect Costs--E&G	-	-	-	-	-	-	-	-	1,250,000	1,250,000	1,250,000	1,350,000	(100,000)	-7.4%
Contingencies	-	30,000	6,153	36,153	2,000	-	31,500	5,000	15,000	53,500	89,653	240,556	(150,903)	-62.7% 2
Parade Ground Maint	3	88,452	48,755	137,207	-	-	-	-	35,500	35,500	172,707	138,296	34,411	24.9%
Kilbourne Hall Maint	1	29,484	29,732	59,216	-	-	-	-	200,000	200,000	259,216	237,077	22,139	9.3%

State Funds
UMA Expenditures

Department	FTE	Salary & Wages	Fringe Benefits	Salaries & Fringes	Supplies	Travel	Contract Services	Equip	Other	NPS Total	2022 Total	2021 Total	Inc (Dec)	Notes
Barracks	1	29,484	16,412	45,896	-	-	-	-	83,000	83,000	128,896	111,641	17,255	15.5%
Student Health	-	-	-	-	-	-	-	-	961,000	961,000	961,000	859,000	102,000	11.9%
Military Store	1	65,793	16,567	82,360	1,300,000	-	-	-	517,000	1,817,000	1,899,360	2,081,438	(182,078)	-8.7%
Tailor Shop	-	44,186	3,380	47,566	38,000	-	2,000	4,000	650,000	694,000	741,566	659,301	82,265	12.5%
Laundry	-	-	-	-	-	-	-	-	1,102,000	1,102,000	1,102,000	1,024,000	78,000	7.6%
Less: Vacancy Savings	-	(35,000)	(15,000)	(50,000)	-	-	-	-	-	-	(50,000)	(50,000)	-	0.0%
Total UMA	29	2,212,135	774,216	2,986,351	1,457,970	81,700	101,600	33,300	4,914,800	6,589,370	9,575,721	9,495,159	80,562	0.8%

State Funds

UMA Expenditure Notes

Note: The Budgets for all departments with personal services include a 5% pay increase and resulting increases in fringe benefit costs.

1. CPTF non-personal services cost budgeted in AUX last year are part of the UMA budget in FY 2022. Both personal and non-personal costs for CPTF now reside in UMA.
2. The Contingencies budget includes funding set aside for salary adjustments pending for classified staff and for merit increases for Administrative staff as deemed appropriate. We reduced this budget to more accurately reflect the amount needed to fulfill any staffing salary adjustments. Overall, the contingency budget decreased to balance UMA for FY 2022. Contingency budgets fluctuate yearly depending on availability of funding.
3. The Student Health increase represents the UMA share of the salary increases. The UMA program reimburses the Auxiliary program for 74.5% of expenditures. A new nurse position was added in FY 2022 for additional costs allocated to UMA from Student Health.
4. The Military Store supply decrease reflects the return to normal replacement level of uniform inventory purchases after the switch over to the new Army OCP uniforms for cadets.
5. The Tailor Shop and Laundry wages were reviewed as part of the effort to raise the minimum wage from \$11 to \$13.50 per hour. Salaries were adjusted accordingly, resulting in increased personal service costs compared to FY 2021.

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 for FY 2022 are \$10.4 million, no increase from FY 2021.
2. Private unrestricted income from the VMI Foundation (VMIF) and VMI Alumni Agencies Board (VMIAAB) remains unchanged at \$2.2 million for FY 2022.
3. The Local Unrestricted Funds budget supports faculty salary supplements, a portion of the Superintendent's salary, mortgage subsidies, 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 \$1.18 million at the end of FY 2022 down \$221,000 from FY 2021. This balance is primarily comprised of Athletics funds and CLE funds.

Athletics Programs

5. Athletics Program revenues and support are budgeted at \$14.3 million which is \$400,000 more than the previous year. Expenses consist of \$8.5 million for operations and \$5.8 million for scholarships.
6. The Athletics Program budget assumes Keydet Club private donations for scholarships and operations will remain steady at \$5.5 million.
7. Cadet athletic fee revenues are budgeted at \$6 million, a \$135,000 increase from FY 2021. The athletic fee increased \$90 per cadet, 2.5% over FY 2021 rates.

Museum Systems

8. Museum revenues are anticipated to remain a challenge. Operating hours and staffing requirements continue to be under review to ensure a manageable plan for fiscally sustainable operations. Recent impacts to operations from construction activity at the Jackson House coupled with the pandemic have negatively affected their visitation and sales for the last two fiscal years.

Center for Leadership and Ethics

9. Center for Leadership and Ethics (CLE) conference revenues are expected to be impacted by the inability to hold in-person conferences resulting in decreased revenues and corporate

sponsorships. Reliance on private donations and fund balances will be key in supporting the operations of the CLE for this fiscal year.

Cadet Financial Assistance

10. VMI funding for cadet financial aid is budgeted for \$3.2 million, down \$500,000 from FY2021. This funding consists solely of tuition revenue. The Administration continues to closely monitor and adjust its financial aid policies to ensure sustainability while meeting the financial aid needs of the cadets (See State Funds Budget Highlights Note #5).

Local Funds

VMI and Alumni Agencies Income and Support

	2021	2022	Inc (Dec)	%	Notes
<i>VMI Alumni Agencies</i>					
<i>Unrestricted Funds</i>					
VMI Foundation, Inc.					
Endowment Income/Annual Funds	1,650,000	1,650,000	-	0.0%	
Debt Service-JM Hall	192,250	185,000	(7,250)	-3.8%	
Total VMI Foundation	1,842,250	1,835,000	(7,250)	-0.4%	
Keydet Club special donations		49,000	(49,000)		
VMI Alumni Agencies Board					
Endowment Income/Donations	400,000	400,000	-	0.0%	
Total Unrestricted	2,242,250	2,284,000	41,750	1.9%	1
<i>Restricted Funds</i>					
VMI Foundation, Inc.					
Endowment Income/Donations	14,112,000	14,111,000	(1,000)	0.0%	
VMI Alumni Agencies Board					
Endowment Income/Donations	711,000	692,000	(19,000)	-2.7%	
Total VMI Foundation/Agencies Bd	14,823,000	14,803,000	(20,000)	-0.1%	
VMI Keydet Club					
Endowment Income/Donations	5,517,000	5,491,000	(26,000)	-0.5%	
Total Restricted Funds	20,340,000	20,294,000	(46,000)	-0.2%	2
Total VMI Alumni Agencies	22,582,250	22,578,000	(4,250)	0.0%	
<i>VMI</i>					
<i>Unrestricted Funds</i>					
VMI General Endowment					
	67,000	67,000	-	0.0%	
Interest Income and Other					
	-	-	-		
Total Unrestricted	67,000	67,000	-	0.0%	
<i>Restricted Funds</i>					
VMI General Endowment					
	325,000	328,000	3,000	0.9%	
VMI Collins Endowment--Operations					
	169,000	162,000	(7,000)	-4.1%	
Outside Trusts and Other					
	82,000	82,000	-	0.0%	
Total Restricted Funds	576,000	572,000	(4,000)	-0.7%	
Total VMI Endowment	643,000	639,000	(4,000)	-0.6%	3
Total VMI and Alumni Agencies	23,225,250	23,217,000	(8,250)		

Local Funds

VMI and Alumni Agencies Income and Support

Notes

1. VMI Foundation (VMIF) and VMI Alumni Agencies Board (VMIAAB) unrestricted spendable income for FY 2022 totals \$2.2 million. Keydet Club special donations of \$49,000 received in FY 2021 will be carried over into FY 2022. In addition, the VMIF and VMIAAB 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 approximately \$2.4 million annually and is part of the overall Alumni Agencies support to VMI.

Spendable endowment income is based on a 12-quarter rolling average endowment market value and a spending rate of 4.3%. The VMIF spendable income rate of 4.3% combined with an administrative fee rate of 1.0% on all endowment funds results in a total spending rate of 5.3%. The Foundation plans to reduce the overall spend rate to 5.0% (4.25% spending and 0.75% admin) by FY 2023. Spendable income is combined with cash donations from the Annual Fund and used to fund Alumni Agencies operating expenses and provide unrestricted income to VMI.

2. VMIF, VMIAAB, and Keydet Club (KC) restricted income is budgeted for \$20.3 million, \$46,000 less than last year. Annual commitments on selected gifts ended in FY 2021, resulting in a slightly lower total contribution for FY 2022.
3. VMI endowment income is derived primarily from VMI's General Endowment and Collins Endowment. These funds had a 31 December 2020 market value of \$10.8 million and \$4.2 million, respectively. The General Endowment consists 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 4.3% 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	2022 Total	2021 Total	Inc (Dec)	%
<i>Educational and General</i>						
Instruction	5,110,000	587,000	5,697,000	5,958,000	(261,000)	-4.4%
Research	38,000	-	38,000	38,000	-	0.0%
Public Service	333,000	786,000	1,119,000	803,000	316,000	39.4%
Academic Support	1,641,000	236,000	1,877,000	1,927,000	(50,000)	-2.6%
Cadet Services	993,000	118,000	1,111,000	1,086,000	25,000	2.3%
Institutional Support	440,000	1,118,000	1,558,000	1,809,000	(251,000)	-13.9%
Physical Plant	122,000	-	122,000	125,000	(3,000)	-2.4%
Total E&G	8,677,000	2,845,000	11,522,000	11,746,000	(224,000)	-1.9%
<i>Cadet Financial Assistance</i>						
	13,146,000		13,146,000	12,858,000	288,000	2.2%
<i>Auxiliary Enterprises</i>						
Intercollegiate Athletics	899,000	7,643,000	8,542,000	8,046,000	496,000	6.2%
Debt Service	-	185,000	185,000	192,000	(7,000)	-3.6%
Total Auxiliary	899,000	7,828,000	8,727,000	8,238,000	489,000	5.9%
Total	22,722,000	10,673,000	33,395,000	32,842,000	553,000	1.7%

Local Funds Restricted Funds Budget

Source/Activity	VMI Foundation	Alumni Agencies Board	Keydet Club	VMI Endowment	Federal Grants/Other	2022 Total	2021 Total	Inc (Dec)	Notes
Revenue									
Income/Donations	14,110,960	691,860	5,491,548	572,000		20,866,368	20,916,270	(49,902)	1
Federal Funds					1,216,000	1,216,000	1,191,000	25,000	2
Outside Grants					640,000	640,000	278,736	361,264	
Total Revenue	14,110,960	691,860	5,491,548	572,000	1,856,000	22,722,368	22,386,006	336,362	

Expenditures

Instruction

Professorial Chair Funds

Biology	23,390	24,640	(1,250)
Chemistry	35,610	36,360	(750)
Economics	306,730	235,255	71,475
Engineering	262,270	273,880	(11,610)
English, Rhetoric & HS	50,390	52,680	(2,290)
History	173,570	182,755	(9,185)
International Studies	58,190	60,090	(1,900)
Physics	28,180	29,680	(1,500)
Peay Chairs	697,600	601,290	96,310
Gottwald Leadership	138,320	139,210	(890)
New funds		-	-

Dean's Funds

275,060

275,060

Total Prof Chairs

2,049,310

2,049,310

Departmental Funds

57,940

57,940

Biology

73,930

73,930

Civil Engineering

28,140

28,140

Chemistry

59,700

59,700

Civil Engineering

69,750

69,750

Chemistry

28,500

28,500

Chemistry

(1,760)

(1,760)

Civil Engineering

4,180

4,180

Chemistry

(360)

(360)

Local Funds Restricted Funds Budget

Source/Activity	VMI		Keydet Club	VMI Endowment	Federal Grants/Other	2022 Total	2021 Total	Inc (Dec)	Notes
	Foundation	Agencies Board							
Computer Science	4,100					4,100	5,090	(990)	
Economics	157,910					157,910	161,760	(3,850)	
Electrical Engineering	5,840			3,000		8,840	8,630	210	
English, Rhetoric & HS	85,820					85,820	89,530	(3,710)	
History	74,200					74,200	66,660	7,540	
International Studies	18,770					18,770	18,710	60	
Mathematics	58,580					58,580	50,320	8,260	
Mechanical Engineering	35,050					35,050	22,960	12,090	
Modern Languages	1,980					1,980	2,010	(30)	
Physical Education	6,790					6,790	4,550	2,240	
Physics	3,670					3,670	8,880	(5,210)	
Psychology	66,730					66,730	65,070	1,660	
Total Dept Funds	679,450			3,000		682,450	662,120	20,330	
Faculty Development	259,200					259,200	348,290	(89,090)	
Jackson-Hope	1,440,130					1,440,130	1,458,690	(18,560)	3
Visiting Scholars	85,530					85,530	86,950	(1,420)	
Curriculum Development	94,370					94,370	97,050	(2,680)	
Other Instruction	499,340					499,340	857,900	(358,560)	
Total Instruction	5,107,330			3,000		5,110,330	5,385,360	(275,030)	
Research									
Biology	12,455					12,455	12,955	(500)	
Chemistry	16,405					16,405	16,565	(160)	
Undergraduate Res	8,830					8,830	8,000	830	
Total Research	37,690					37,690	37,520	170	

Local Funds Restricted Funds Budget

Source/Activity	VMI	Alumni	Keydet	VMI	Federal	2022	2021	Inc	Notes
	Foundation	Agencies Board		Club	Endowment				
Public Service									
Museum Programs									
VMI Museum	75,970					75,970	76,750	(780)	
Jackson House	-					-	-	-	
VA Mus of Civil War	47,530			162,000		209,530	216,310	(6,780)	
Total Museums	123,500			162,000		285,500	293,060	(7,560)	
Lectures and Symposiums	-					-	-	-	
Other Public Service	47,600					47,600	47,380	220	
Total Public Service	171,100	-	-	162,000	-	333,100	340,440	(7,340)	
Academic Support									
Preston Library	447,648					447,648	409,326	38,322	
Information Technology	64,340					64,340	67,470	(3,130)	
Departmental Funds									
Biology	11,470					11,470	11,840	(370)	
History	1,070					1,070		1,070	
International Studies	11,140					11,140	11,470	(330)	
Music	-					-	-	-	
Total Dept Funds	23,680					23,680	23,310	370	
Leadership Program	754,750					754,750	834,040	(79,290)	
Dean's Office									
Fellowships	18,290					18,290	18,910	(620)	
Faculty Awards	61,500					61,500	63,220	(1,720)	
Faculty Development	270,586					270,586	232,980	37,606	
Outside Grants						-	-	-	
Total Dean's Funds	350,376					350,376	315,110	35,266	
Total Academic Support	1,640,794	-	-	-	-	1,640,794	1,649,256	(8,462)	

Local Funds Restricted Funds Budget

Source/Activity	VMI	Alumni	Keydet Club	VMI	Federal	2022	2021	Inc (Dec)	Notes
	Foundation	Agencies Board		Endowment	Grants/Other	Total	Total		
Student Services									
Departmental Funds									
Intercollegiate Athletics		3,430				3,430	3,530	(100)	
Band	41,020					41,020	41,730	(710)	
Cadet Programs	324,940					324,940	337,150	(12,210)	
Chaplain's Office	304,110					304,110	266,690	37,420	
Commandant	29,810					29,810	29,240	570	
Cadet Counseling	1,000					1,000	1,000	-	
Music	68,820					68,820	59,050	9,770	
Total Dept Fund	769,700	3,430		-		773,130	738,390	34,740	
Graduate Fellowships	68,060					68,060	70,180	(2,120)	
Cadet Awards	106,890			34,000		140,890	143,120	(2,230)	
Other Student Services	11,000					11,000	11,000	-	
Total Student Services	955,650	3,430	-	34,000	-	993,080	962,690	30,390	
Institutional Support									
Comm & Marketing	48,390					48,390	48,390	-	
Superintendent's Office	391,240					391,240	375,360	15,880	
Total Inst Support	439,630	-	-	-	-	439,630	423,750	15,880	
Physical Plant									
	40,170	81,620				121,790	124,840	(3,050)	
Total E & G	8,392,364	85,050	-	199,000	-	8,676,414	8,923,856	(247,442)	

**Local Funds
Restricted Funds Budget**

Source/Activity	VMI	Alumni	Keydet	VMI	Federal	2022	2021	Inc
	Foundation	Agencies Board		Endowment				
<i>Auxiliary Enterprises</i>								
Intercollegiate Athletics	7,822	282,188	84,548		525,000	899,558	603,892	295,666
Total Auxiliary	7,822	282,188	84,548	-	525,000	899,558	603,892	295,666
<i>Cadet Financial Assistance</i>								
Athletic Scholarships	42,040	324,622	5,407,000		115,000	5,888,662	5,868,622	20,040
Cadet Scholarships	5,668,734	-	-	373,000		6,041,734	5,798,636	243,098
Federal Grants and Loans					1,216,000	1,216,000	1,191,000	25,000
Total Cadet Financial	5,710,774	324,622	5,407,000	373,000	1,331,000	13,146,396	12,858,258	288,138
Total Restricted	14,110,960	691,860	5,491,548	572,000	1,856,000	22,722,368	22,386,006	336,362

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 \$22.7 million for FY 2022 is about \$336,000 more than FY 2021. 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**

	2022				2021	Inc (Dec)	Note
	FTE	Salaries/FB	Faculty Develop	Undergrad Research	Other		
<i>Local Restricted</i>							
<i>Academic Programs</i>							
New faculty-Civil & Environmental Eng					-	104,000	(104,000)
New Faculty - Arabic					-	92,000	(92,000)
New Faculty - Physics (Temporary)					-	97,000	(97,000)
Faculty development-leaves		72,000			72,000	72,000	-
Faculty development-travel & projects			120,000		120,000	120,000	-
Undergraduate Research				190,000	190,000	190,000	-
MERC Tutors					-	88,500	(88,500)
Program Development Grants					98,935	101,300	(2,365)
Learning Center Tutors					-	34,000	(34,000)
Jackson-Hope Distinguished Chair (Foster)	1	141,000			141,000	134,000	7,000
Jackson-Hope Distinguished Chair (Gire)	1	144,000			144,000	140,000	4,000
Jackson-Hope Distinguished Chair (C. McDonald)	1	165,000			165,000	156,000	9,000
Jackson-Hope Distinguished Chair (David)	1	139,000			139,000	136,000	3,000
Jackson-Hope Distinguished Chair (TBD)	1	149,000			149,000	300,000	(300,000)
Center for Leadership & Ethics					-	50,000	-
Faculty Recruitment					50,000	50,000	-
Total Jackson Hope	5	810,000	120,000	190,000	148,935	1,814,800	(545,865)

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 2022 proposed allocations are subject to the approval of the Jackson-Hope Board of Overseers at the 14 April 2021 meeting.
3. This is an estimated cost; actual cost will be based on the position cost of the selected faculty member.

Local Unrestricted Budget

	FY 2022 Allocation						FY 2021 Budget	Inc (Dec)	%	Notes
	FY 2022 Budget	VMI Funds	Keydet Club	VMI Foundation	VMI Agencies Bd	Total				
Revenue										
VMI Endowment	67,000	67,000				67,000	-	0.0%	1	
VMI Foundation	1,834,585			1,834,585		1,834,585	(7,665)	-0.4%	2	
VMI Alumni Agencies Board	400,000			400,000		400,000	-	0.0%	2	
Athletic Revenue	1,191,000	1,141,500	49,500			1,191,000	61,500	5.4%	3	
Cadet Fees--Athletics	6,014,000	6,014,000				6,014,000	135,000	2.3%	3	
Auxiliary Fund Balance--Ath						-	-		3	
Museum Systems	375,000	375,000				375,000	(52,000)	-12.2%	4	
Conference Revenue--CLE	222,000	222,000				222,000	(42,000)	-15.9%	5	
Concessions Commissions	348,000	348,000				348,000	(100,000)	-22.3%	6	
Total Revenue	10,451,585	8,167,500	49,500	1,834,585	400,000	10,451,585	10,456,750	(5,165)	0.0%	
E&G Expenditures										
Instruction										
Faculty Salary Supplements	587,000			587,000		587,000	14,000	2.4%	7	
Public Service										
Daniel's Award	-	-				-	-			
Museum Systems	786,000	786,000				786,000	323,000	69.8%	4	
Total Public Service	786,000	786,000	-	-	-	786,000	323,000	69.8%		
Academic Support										
Dean's Funds										
Dean's Official Fund	14,000	14,000				14,000	-	0.0%		
Center for Leadership/Ethics	222,000	222,000				222,000	(42,000)	-15.9%	5	
Total Academic Support	236,000	236,000	-	-	-	236,000	(42,000)	-15.1%		
Student Services										
Commandant's Official Fund	3,000			3,000		3,000	-	0.0%		
Chaplain's Office Support	115,000			15,000	100,000	115,000	(5,000)	-4.2%	8	
Total Student Services	118,000	-	-	18,000	100,000	118,000	(5,000)	-4.1%		

Local Unrestricted Budget

	FY 2022 Allocation						FY 2021 Budget	Inc (Dec)	%	Notes
	FY 2022 Budget	VMI Funds	Keydet Club	VMI Foundation	VMI Agencies Bd	Total				
<i>Institutional Support</i>										
Staff Salary Supplements	593,000	-		593,000		593,000	839,000	(246,000)	-29.3%	7
Mortgage Subsidies	48,000			48,000		48,000	56,000	(8,000)	-14.3%	9
Superintendent's Funds										
Quarter's--Rent	80,000			30,000	50,000	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	201,000	-		201,000	-	201,000	214,300	(13,300)	-6.2%	10
Total Institutional Support	998,000	23,000	-	925,000	50,000	998,000	1,265,300	(267,300)	-21.1%	
<i>Auxiliary Enterprises</i>										
<i>Athletics</i>										
Operations	7,642,900	7,343,400	49,500		250,000	7,642,900	7,442,200	200,700	2.7%	3, 11
<i>Debt Service</i>										
JM Hall Renovation	184,585			184,585		184,585	192,250	(7,665)	-4.0%	12
Total Debt	184,585	-	-	184,585	-	184,585	192,250	(7,665)	-4.0%	
Total Expenditures	10,552,485	8,388,400	49,500	1,714,585	400,000	10,552,485	10,336,750	215,735	2.1%	
Excess (Deficiency)	(100,900)	(220,900)	-	120,000	-	(100,900)	120,000	(220,900)	-184.1%	
<i>Add: Beginning Fund Bal</i>	<i>1,400,000</i>	<i>1,400,000</i>				<i>1,400,000</i>	<i>1,400,000</i>		<i>0.0%</i>	
<i>Less: VMIF Direct Pays</i>	<i>(120,000)</i>			<i>(120,000)</i>		<i>(120,000)</i>	<i>(120,000)</i>		<i>0.0%</i>	13
Ending fund balance	1,179,100	1,179,100	-	-	-	1,179,100	1,400,000	(220,900)	-15.8%	

Local Unrestricted Funds Notes

1. VMI Endowment income of \$67,000 consists primarily of spendable income on the unrestricted portion of VMI's General Endowment; the income is based on 4.3% of the average endowment market value for the past 12-quarters (the market value of the unrestricted endowment was about \$1.91 million as of 28 February 2021).
2. VMI Foundation (VMIF) and VMI Alumni Agencies Board (VMIAAB) spendable income totals \$2.2 million. It consists of \$2 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 VMIAAB are also providing additional financial support of \$2.4 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, and baseball), NCAA and Southern Conference sponsorship revenues, track invitational entry fees, and sales and other income. Guarantees in FY 2022 are projected to be \$14,000 more than FY 2021 due to the scheduled football game against Kent State. Southern Conference and NCAA revenues are expected to be up \$265,000 from FY 2021 levels depending on funding being available from NCAA Conference tournaments held in Spring 2021. Cadet Athletic Fees increased by 2.5% for FY 2022, or \$90 per cadet and represent approximately 70% of operating revenues.
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 Jackson House in Lexington, VA. Museum income for FY 2022 is expected to continue to fall short of prior years. Museum operations are currently under review to determine a manageable plan for continued and fiscally sustainable operations.
5. The Center for Leadership and Ethics (CLE) conducts four or five conferences each year with income from donations, attendance fees, exhibitor fees, and corporate sponsorships. The CLE generally seeks to cover conference expenses with conference revenues, private donations from the VMIF have been necessary to support conferences. The elimination of in person conferences has led to a significant decrease in revenue. 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 2022 although direct support may be provided when funds are available.
6. VMI earns commissions on sales in the bookstore, PX, outside catering, and vending operations. The commissions approximate 17% of sales overall and are paid by the

outside contractors (Follett, Parkhurst, and Compass) to VMI for the use of the space to operate the concessions. The amount of commission revenue earned in FY 2021 was significantly down due to the decreased traffic in the Bookstore, limited attendance at Athletic events and elimination of visitation to Post during the pandemic. This trend is projected to continue to influence commission revenue through FY 2022.

7. Local Unrestricted funds provide 4% of the cost of faculty salaries, 3.33% of the cost of certain administrative professional staff salaries, and a portion of the Superintendent's compensation. The balance of these salaries is funded from State or other private funds.
8. Chaplain's Office support covers the difference in the amount of private restricted donations and other funds available to cover the salaries of the Chaplain, the Associate Chaplain, and the administrative assistant. Support was reduced by \$5,000 in FY 2022 to reflect the ability of the Chaplain's Office to use money in an endowment that was previously unavailable due to restrictions no longer applicable.
9. 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 53 employees). VMI discontinued this program for new employees effective 1 January 2010 as a cost saving measure.
10. Contingency funds of \$201,000 in FY 2022 to cover unanticipated costs not appropriate for State funding.
11. A portion of the VMI Alumni Agencies Board income is budgeted to support the Athletic program. For FY 2022, 62.5% of Development Board unrestricted income is being budgeted for athletics.
12. The JM Hall Debt will be satisfied in FY 2023. These funds will be reallocated for other Institute priorities.
13. 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).

Intercollegiate Athletics Operating Revenues and Support

	2021 Budget	2022 Budget	Inc (Dec)	%	Notes
Revenue and Support					
<i>Revenue</i>					
Cadet Fees	5,879,000	6,014,000	135,000	2.3%	1
Guarantees--Football	375,000	415,000	40,000	10.7%	2
Guarantees--Basketball	270,000	250,000	(20,000)	-7.4%	3
Guarantees - Baseball	7,500	1,500	(6,000)	100.0%	
Guarantees - Men's Soccer	-	-	-	100.0%	
Gate Receipts--Football	210,000	215,000	5,000	2.4%	4
Gate Receipts--Basketball	42,000	50,000	8,000	19.0%	
Football ticket sales - away games	-	-	-		4
Entry Fees - Track Invitationals	80,000	80,000	-	0.0%	5
NCAA Academic Assistance	43,800	65,000	21,200	48.4%	6
NCAA /Conference Revenue	143,700	409,000	265,300	184.6%	6
Sales and Other Income	145,000	130,000	(15,000)	-10.3%	7
Total Revenue	7,196,000	7,629,500	433,500	6.0%	
Support					
VMI Alumni Agencies Board					
Unrestricted Endowment	250,000	250,000	-	0.0%	8
Restricted Endowment	294,300	290,000	(4,300)	-1.5%	
Keydet Club -Lacrosse/Swimming	71,000	62,000	(9,000)	-12.7%	10
Keydet Club - Special Donations		72,000			10
NCAA Distribution	51,000	51,000	-	100.0%	11
VMI Unrestricted Income	12,500	12,500	-	0.0%	9
VMI Concessions Commissions	171,200	175,000	3,800	2.2%	9
Total Support	850,000	912,500	62,500	7.4%	
Total Revenue and Support	8,046,000	8,542,000	496,000	6.2%	

Local Funds

Intercollegiate Athletics Revenues

Notes

1. The Cadet Fees budget increase reflects a \$90 or 2.5% increase in the cadet athletic fee from \$3,650 to \$3,740.
2. Football Guarantees are \$415,000 for FY 2022. The only guarantee game for this fiscal year is the matchup against Kent State resulting in a \$40,000 increase from FY 2021.
3. Basketball Guarantees generally consist of three games ranging from \$85,000 to \$95,000 each. FY 2022 is budgeted to be \$20,000 less than FY 2021.
4. The Football Gate Receipts budget totals \$215,000, an estimate of five home games at \$43,000 per game.
5. The Athletic Department will host several indoor track events in FY 2022. The invitational events attract numerous teams with each visiting team charged an entry fee to cover costs of hosting the event. The FY 2022 budget remains at the FY 2021 level.
6. The NCAA and Conference provide funding to support academic enhancement, student assistance, and operations. With the NCAA Basketball tournament in March 2021, the estimates of NCAA revenue are projected to increase for FY 2022.
7. The Sales and Promotions budget includes royalties from outside vendor sales of VMI logo merchandise, sponsorship revenues, advertising fees (advertisements on scoreboards and in the football, baseball, and Cameron Hall stadiums/arenas), program sales, and other income.
8. A portion of VMI Development Board unrestricted support will be utilized to subsidize Athletic operations in FY 2022. The amount of support for FY 2022 will be \$250,000. In past years, this Development Board support was used for Athletic scholarships rather than operations. Due to recent increases in Keydet Club scholarship support, these funds are currently available to support Athletics operations.
9. Other Local Unrestricted funds, \$12,500, will be given to the Athletic Department for athletic strength training support in FY 2022. Commission revenue will continue at \$80,000 with and additional \$95,418 to cover 3.23% of Administrative & Professional Staff salaries.
10. The Keydet Club is budgeted to provide \$5.5 million in donations and endowment income to the Athletic Program in FY 2022. This funding supports athletic scholarships and program operating costs. Most of the funding is needed for scholarship costs which are budgeted for a total \$5.4 million in FY 2022.

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 2022 is the fifth year of this support; the final distribution will be included in the FY 2027 Athletic budget.

**Local Funds
Intercollegiate Athletic Expenditures**

Department	FTE	Salaries & Supplies			Travel	Recruiting	Officials	Other	2022 Total	2021 Total	Inc (Dec)	Notes
		Fringes	& Equip									
Football	10	1,080,709	111,200	215,000	85,800	52,625	65,375	1,610,709	1,508,862	101,847	1	
Basketball	5	615,106	48,311	117,000	41,000	76,125	57,564	955,106	922,486	32,620		
Track--Men	2	157,455	10,750	41,200	2,000	25,000	4,375	240,780	234,829	5,951		
Track--Women	2	157,455	10,750	41,200	2,000	25,000	4,375	240,780	234,828	5,952		
Wrestling	2	163,461	16,200	44,832	5,000	6,000	4,968	240,461	224,841	15,620		
Baseball	3	260,010	33,503	93,850	11,035	39,112	2,500	440,010	413,973	26,037		
Soccer--Men	1	89,759	10,000	36,000	6,500	10,000	500	152,759	155,694	(2,935)		
Soccer--Women	2	129,916	4,260	51,715	2,500	8,525	-	196,916	191,573	5,343		
Lacrosse	2	175,687	31,853	57,287	10,680	12,180	3,000	290,687	287,562	3,125		
Swimming	1	77,508	13,930	53,200	2,500	500	8,870	156,508	152,727	3,781		
Water Polo-Women	1	74,487	5,318	63,950	10,180	1,522	7,030	162,487	173,095	(10,608)		
Rifle	0	23,278	14,400	14,000	100	-	1,500	53,278	52,576	702		
Training/Medical	4	283,517	16,703	-	-	-	47,797	348,017	333,773	14,244		
Strength/Condition	2	226,246	3,500	-	-	-	1,500	231,246	223,462	7,784		
Sports Information	3	244,082	44,559	-	-	-	70,442	359,083	334,655	24,428		

**Local Funds
Intercollegiate Athletic Expenditures**

Department	FTE	Salaries & Fringes	Supplies & Equip	Travel	Recruiting	Officials	Other	2022 Total	2021 Total	Inc (Dec)	Notes
Sports Marketing	1	63,981	-	-	-	-	4,000	67,981	67,719	262	
NCAA Acad/Assist	0	53,825	-	-	-	-	500	54,325	54,325	-	
Administration	9	731,479	28,350	15,000	-	-	169,830	944,659	952,723	(8,064)	
Indirect Costs-E&G		-	-	-	-	-	1,671,668	1,671,668	1,586,244	85,424	2
Transfer to Reserve		-	-	-	-	-	-	-	(59,812)	59,812	3
Contingencies		-	-	-	-	-	125,017	125,017	-	125,017	4
Total Athletics	49	4,607,961	403,587	844,234	179,295	256,589	2,250,811	8,542,477	8,046,135	496,342	

Note: See Details of Other Expenditures following this schedule.

Intercollegiate Athletic Expenditures
Details of Other Expenditures
FY 2022

	Football	Basketball	Training/		Total	Notes
			Medical	Administration		
Telecommunications					-	
Home Game Expenses	20,875	10,150			31,025	
Preseason Meals	-		23,000		23,000	
Guarantees	-	12,000			12,000	
Medical Services			18,460		18,460	
Photography	7,000				7,000	
Medical Insurance				60,000	60,000	1
Dues and Fees	4,000	3,600	2,537		71,657	
Postage				6,500	6,500	
Bank Card Charges				8,300	8,300	
Plant/Equipment Maintenance				-	-	
Awards and Prizes				8,000	8,000	
Rent--AD/Head Coach	22,000	25,000		25,510	72,510	
Miscellaneous	11,500	6,814	3,800		22,114	
Total Other Expenditures	65,375	57,564	47,797	169,830	340,566	

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

Note: The Budgets for all departments with personal services include a 5% pay increase and resulting increases in fringe benefit costs.

1. The Football budget increase includes additional team travel expense of \$30,000, staffing cost increases of \$69,000 and \$8,000 in other increases to total \$101,000 more than the prior year.
2. Indirect Cost is calculated as a percentage of total Athletic Direct Costs. The recovery rate in FY 2022 is 24.33%. Total increase in operational costs for FY 2022 generates an increase in Indirect Cost.
3. No transfer from Reserve is budgeted for FY 2022.
4. The FY 2022 budget includes a contingency account due to the expected return of NCAA revenue and conservative management of departmental costs. Contingencies vary each year and are budgeted based on available funding.

**VMI Museum Operations
Revenues and Expenses**

	FY 2022 Budget		FY 2021 Budget		Inc (Dec)	%	Notes
	VMIM	VMCW	JH	Total			
Revenue and Support							
Admissions	-	120,000	60,000	180,000	(10,500)	-5.5%	1
Sales	90,000	40,000	52,000	182,000	45,500	33.3%	1
Contributions and Grants	5,000	7,000	1,000	13,000	(78,250)	-85.8%	2
Endowment Income	34,000	162,000	-	196,000	(14,500)	-6.9%	3
Reserve Funds	-	-	-	-	(36,000)	-100.0%	
Other Income	-	-	-	-	(9,000)	-100.0%	
Total Revenue and Support	129,000	329,000	113,000	571,000	(102,750)	-15.3%	
Operating Expenses							
Personal Services	145,000	384,000	116,000	645,000	142,050	28.2%	4
Merchandise for Resale	45,000	20,000	26,000	91,000	53,500	142.7%	
Other Operating	49,000	139,000	58,000	246,000	112,700	84.5%	5
Total Expenses	239,000	543,000	200,000	982,000	308,250	45.8%	
Excess (Deficiency) Revenue	(110,000)	(214,000)	(87,000)	(411,000)	(411,000)		
Add: Fund Balance, begin	(218,000)	(105,000)	(314,000)	(637,000)	(295,000)	86.3%	
Fund Balance, ending	(328,000)	(319,000)	(401,000)	(1,048,000)	(706,000)	206.4%	

Museum Systems Notes

1. Admissions and sales are budgeted for a total of \$362,000 or \$35,000 more than in FY 2021. The pandemic impact on non-essential travel and discretionary spending continues to present a challenge for the Museums. However, some increase in traffic is anticipated for FY 2022.
2. Contributions and grants, consists mostly of visitor donations and gifts to the Museums and are budgeted for a total of \$13,000 in FY 2022 or \$78,000 less than FY 2021. The Jackson House annual cash gift from the Lee-Jackson Foundation has ceased due to closure of the Lee-Jackson Foundation organization.

Note: VMI's State Educational and General Program and Auxiliary Enterprises Program also provide support of \$119,000 and \$205,000, respectively, in FY 2022 for Museum programs that benefit cadets, faculty, and visitors. This support consists primarily of funding for personal service costs of Museum employees.

3. Endowment income is primarily the 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 \$4.3 million as of 28 February 2021. The annual endowment earnings are calculated on a 12-quarter rolling average balance on December 30. The endowment average for FY 2022 was only slightly higher than last year and coupled with the reduction in the spending factor from 4.5% to 4.3% the annual endowment income went down \$7,000.
4. The Museum personal services budget reflects the 5% salary increase, increase in medical insurance premiums and the return to full operational status. Despite the anticipated return to full operation, museum visitation is expected to remain below levels needed to cover operational costs. Jackson House staffing includes one full-time manager and two part-time assistants. Two full-time classified staff positions are being held vacant until museum visitation returns to pre-pandemic levels.
5. Other operating expenses include supplies, utilities, facility maintenance, advertising, and contractual services. Operating expenses are budgeted to return to pre-pandemic levels, resulting in an increase over FY2021.

**Local Funds
Center for Leadership and Ethics**

	2021 Budget	2022 Budget	Inc Dec	%	Notes
Revenue and Support					
Cash Donations	465,000	11,000	(454,000)	-97.6%	1
Endowment Income	493,000	744,000	251,000	50.9%	2
Conference Income	264,000	222,000	(42,000)	-15.9%	3
VMI E&G Program Support	-	-	-		4
Rental Income	10,000	-	(10,000)	-100.0%	
Total Revenue and Support	1,232,000	977,000	(255,000)	-20.7%	
Expenses					
Personal Services	939,000	1,003,000	64,000	6.8%	5
Conference Expenses	322,000	174,000	(148,000)	-46.0%	3
Program/Other Expenses	286,000	233,000	(53,000)	-18.5%	6
Total Expenses	1,547,000	1,410,000	(137,000)	-8.9%	
Excess (Deficiency) Revenue					
Beginning Fund Balance	907,000	592,000	(315,000)		
Ending Fund Balance	592,000	159,000	(433,000)		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 gifts are from a few donors and are not guaranteed to continue from year to year.
2. Endowment income derives from endowment gifts for the CLE for certain positions or operations and programs in general.
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. The pandemic continues to impact conference revenues and sponsorship as in-person conferences may not fully return in FY 2022.
4. VMI State E&G support is provided to supplement private funding for the CLE. E&G support is derived from State funds including cadet tuition revenue. CLE programs and activities are an integral part of a cadet's VMI education. No E&G support is budgeted for FY 2022, the CLE fund balance will be used to supplement CLE revenues as needed.
5. The Personal Services budget increase is due to a 5% state mandated pay increase for all full-time staff and resulting fringe benefit cost.
6. Program and Other expenses include several cadet programs addressing leadership and ethics, the faculty/cadet leadership development program, and other military history events. Other expenses consist primarily of 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. The facilities and grounds expenses total over \$200,000 annually and are not included in the CLE budget.
7. The CLE fund balance is attributed to conference income carried forward to future years and E&G support accumulated over several fiscal years. From FY 2015 through FY 2020, VMI has provided \$776,000 in E&G support. The CLE provides leadership training to cadets as well as to faculty and staff, this supports these essential programs. All private funding is used during the fiscal year for identified program expenditures and staff payroll support.

Cadet Financial Assistance

Sources/Programs	2021	2022	Inc (Dec)	%	Notes
State Funds					
General Funds					
Student Financial Aid	1,118,000	1,145,000	27,000	2.4%	1
Total General Funds	1,118,000	1,145,000	27,000	2.4%	
Cadet Tuition and Fees					
E&G Program	3,700,000	3,200,000	(500,000)	-13.5%	2
Total State Funds	4,818,000	4,345,000	(473,000)	-9.8%	
Local Funds					
Restricted					
VMI Foundation					
Merit and Other Scholarships	5,428,000	5,669,000	241,000	4.4%	
Athletic Scholarships	44,000	42,000	(2,000)	-4.5%	
Total VMI Foundation	5,472,000	5,711,000	239,000	4.4%	3
VMI Alumni Agencies Board					
Athletic scholarships	339,000	325,000	(14,000)	-4.1%	3
VMI Keydet Club--Scholarships	5,446,000	5,407,000	(39,000)	-0.7%	3
VMI BOV Endowment	288,000	291,000	3,000	1.0%	
NCAA/Conference Assistance	40,000	115,000	75,000	187.5%	
Outside Trusts	82,000	82,000	-	0.0%	
Total Restricted	11,667,000	11,931,000	264,000	2.3%	
Federal Grants/Aid					
SEOG	91,000	91,000	-	0.0%	
PELL	1,100,000	1,125,000	25,000	2.3%	
Total Federal Aid	1,191,000	1,216,000	25,000	2.1%	4
Total Local Funds	12,858,000	13,147,000	289,000	2.2%	
Total All	17,676,000	17,492,000	(184,000)	-1.0%	5

Cadet Financial Assistance Notes

1. State general funds appropriated for cadet financial assistance total \$1,145,000 for FY2022.
2. VMI cadet financial aid funded from tuition revenue is budgeted for \$3.2 million, down \$500,000 from the FY 2021 budget. These funds are primarily awarded to out-of-state cadets with demonstrated financial need as these cadets are not eligible for State financial aid funds.

Non-Virginia tuition, room/board and fees are almost twice the amount of in-state tuition, room/board, and fees. Non-Virginia cadets are projected to comprise approximately 37% of the Corps in FY 2022 and about 62% are projected to qualify for need-based financial aid. Approximately 48% of in-state cadets qualify for need-based aid which results in an overall average of about 54% 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 estimates of the funding needed to supplement State, Federal, and private restricted sources of aid. Using a combination of grants and loans, VMI's goal is to meet 95% to 100% of the required need of in-state cadets and about 55%-60% required need of out-of-state cadets.

Note: For FY 2020, 62.2% of VMI's graduates had loans. This consisted of 58% of in-state graduates with an average loan balance of \$30,622 and 62.3% of out-of-state graduates with an average loan balance of \$44,543. Lending institutions include the Department of Education and private lenders. According to The Institute for College Access & Success, average indebtedness nationally for 2019 graduates of public four-year colleges and universities was \$28,950 down from \$29,200 for 2018. In addition, the percentage of college seniors graduating with debt in 2019 dropped to 65% from 66% in 2018.

3. Cadet financial assistance from the VMI Foundation (VMIF), the VMI Alumni Agencies Board (VMIAAB), and the VMI Keydet Club (KC) will remain unchanged at nearly \$11.4 million.

The athletic scholarship budget totals \$5.8 million, same as previous year.

4. Federal aid funding for PELL grants is budgeted at \$1.13M. Annual maximum award for next academic year will increase by \$150. 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. VMI's cadet financial assistance budget totals \$17.5 million, down \$184,000 from FY 2021 due to the reduction in tuition revenue used for financial aid. Considering 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 55%-60% of the need of out-of-state cadets with the general policy of requiring needy cadets to assume some loan amount.

The financial aid budget represents 27% of VMI's total projected tuition and fee revenues of \$64.6 million for FY 2021 which is comparable to the 26% in FY 2020. The 27% "tuition discount" consists mostly of restricted funds that are required to be used for financial assistance (financial aid budget consists of 82% restricted funds and 18% unrestricted funds). VMI's "tuition discount" is significantly less than private institutions (average discount rate for first year, full-time students in private non-profit undergraduate institutions rose to 52.6% in the most recent NACUBO survey released 20 May 2020). 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. As "restricted" scholarship endowments increase the amount of tuition revenues allocated to cadet financial assistance can decrease.

Supplementary Information

Key Budget Statistics Six-Year Review

		<i>(Fiscal Year Ending)</i>					
		2017	2018	2019	2020	2021	2022
Corps Data							
Total Enrollment (Fall Opening)							
Budget		1,726	1,756	1,756	1,726	1,693	1,697
Actual		1,737	1,748	1,712	1,730	1,717	
Actual Over (Under)		11	(8)	(44)	4	24	
New Cadet Enrollment							
Budget		500	500	500	500	500	500
Actual		506	506	519	515	522	
Actual Over (Under)		6	6	19	15	22	
% Virginians							
Budget		61.2%	62.7%	63.2%	62.6%	62.8%	63.3%
Actual		60.9%	62.7%	62.0%	62.8%	63.8%	
Tuition and Fees							
Virginia		26,460	27,450	28,344	28,884	29,270	30,032
% Increase		5.0%	3.7%	3.3%	1.9%	1.3%	2.6%
Non-Virginia		50,769	53,138	55,188	55,728	57,280	58,686
% Increase		5.3%	4.7%	3.9%	1.0%	2.8%	2.5%
VMI Financial Aid							
% Increase		16,362,000	16,991,000	17,457,000	17,267,000	17,676,000	17,492,000
		5.2%	3.8%	2.7%	-1.1%	2.4%	-1.0%

Key Budget Statistics Six-Year Review

	<i>(Fiscal Year Ending)</i>					
	2017	2018	2019	2020	2021	2022
VMI Workforce						
Total Full-time Employees	590	605	610	615	617	620
Total Full-time Teaching Faculty <i>(included in total above also)</i>	143	144	147	150	154	153
Total Payroll (Salaries and fringes) % Increase	51,953,000 4.3%	53,947,000 3.8%	55,215,000 2.4%	58,356,000 5.7%	59,816,000 2.5%	63,193,000 5.6%
Budgets						
Total Operating Budget % Increase	85,615,000 3.9%	88,090,000 2.9%	89,980,000 2.1%	95,825,000 6.5%	95,447,000 -0.4%	99,513,000 4.3%
Total State General Funds % Inc (Dec)	15,676,000 10.9%	15,058,000 -3.9%	15,673,000 4.1%	18,998,000 21.2%	19,265,000 1.4%	21,571,000 12.0%
Total Cadet Tuition/Fees/Sales % Increase	45,795,000 2.9%	48,315,000 5.5%	47,665,000 -1.3%	50,292,000 5.5%	48,313,000 -3.9%	50,345,000 4.2%
Total Private Funds Support % Increase	19,625,000 2.8%	20,458,000 4.2%	21,483,000 5.0%	22,330,000 3.9%	23,225,000 4.0%	23,217,000 0.0%
Total Other Funds % Increase	4,519,000 -2.6%	4,259,000 -5.8%	5,159,000 21.1%	4,205,000 -18.5%	4,644,000 10.4%	4,380,000 -5.7%

Key Budget Statistics Six-Year Review

(Fiscal Year Ending)

	2017	2018	2019	2020	2021	2022
Sources of Funds As % of Total Budget						
Total State General Funds	18.3%	17.1%	17.4%	19.8%	20.2%	21.7%
Total Cadet Tuition/Fees/Sales	53.5%	54.8%	53.0%	52.5%	50.6%	50.6%
Total Private Funds Support	22.9%	23.2%	23.9%	23.3%	24.3%	23.3%
Total Other Funds	5.3%	4.8%	5.7%	4.4%	4.9%	4.4%
Total Sources	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
% of E&G Budget for Instruction/ Academic Support/Student Services						
	75.0%	74.0%	74.9%	71.9%	72.7%	71.6%

Key Financial Balances

(Actual 30 June , projected for 2021 and 2022)

VMI General Endowment	8,062,005	8,314,319	9,638,335	9,227,030	9,504,000	9,789,000
VMI Collins Endowment	3,660,724	3,774,072	3,787,147	3,592,474	3,700,000	3,811,000
Auxiliary Fund Balance	16,176,952	18,341,162	18,006,303	18,144,016	16,800,000	16,100,000
Local Unrestricted Fund Balance	1,236,572	478,512	1,712,581	2,333,289	1,400,000	1,179,000
Total Fund Balances	29,136,253	30,908,065	33,144,366	33,296,809	31,404,000	30,879,000

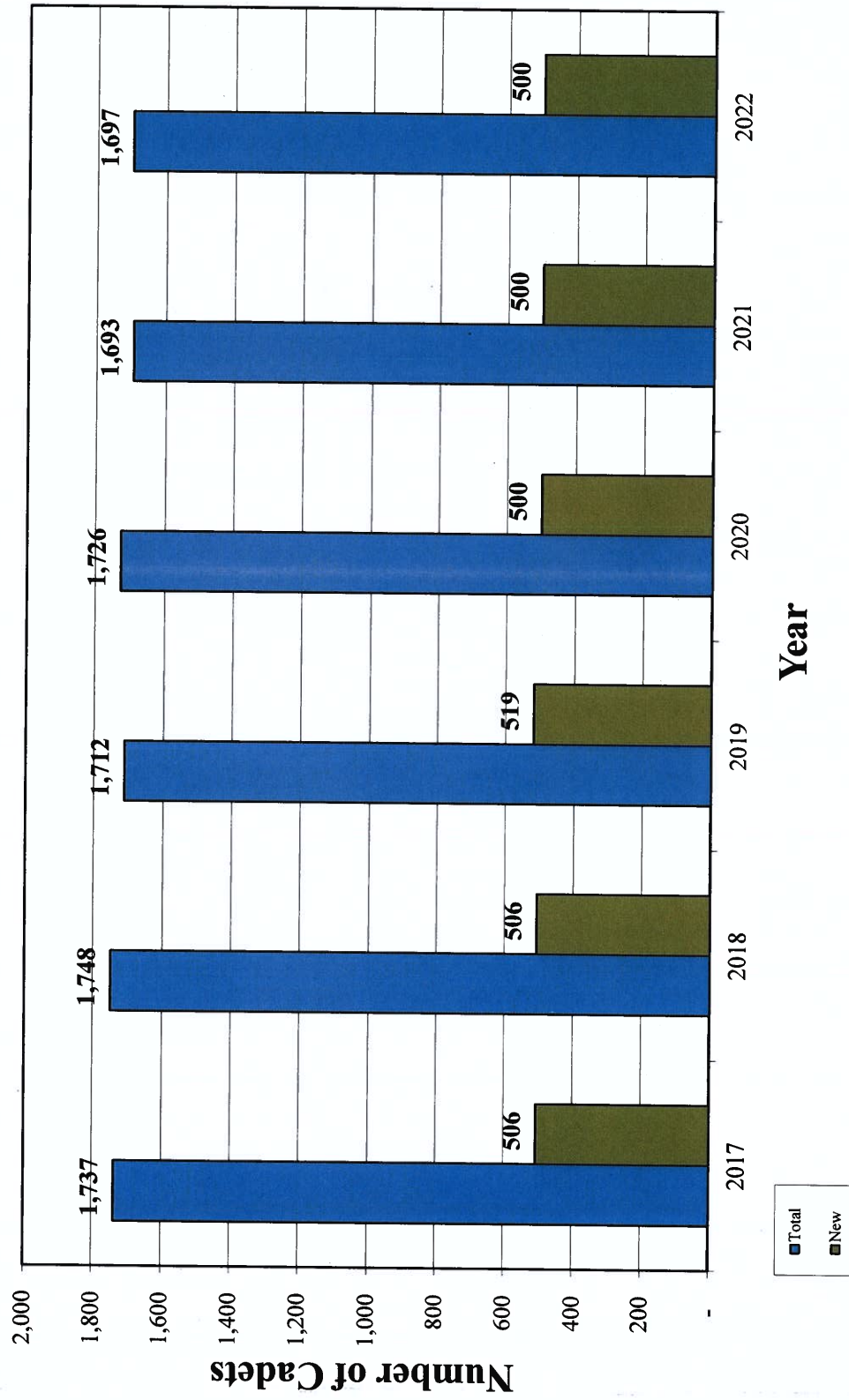
Key Budget Statistics Six-Year Review

	<i>(Fiscal Year Ending)</i>					
	2017	2018	2019	2020	2021	2022
Balance of Outstanding Debt						
<i>(Actual 30 June)</i>						
JM Hall (\$2.3M original)	983,000	838,000	688,000	530,000	355,000	185,000
Cocke Hall Annex (\$2.0M original)	847,000	722,000	592,000	455,000	305,000	155,000
Crozet Hall (\$11.2M original)	5,854,000	5,244,000	4,604,000	3,844,000	3,184,000	2,489,000
South Institute Hill (\$2.85M original)	2,290,000	2,160,000	2,025,000	1,885,000	1,740,000	1,590,000
VCBA 2013A Projects (\$4.0M original)	3,780,000	3,620,000	3,450,000	3,275,000	3,390,000	3,310,000
VCBA 2014A Projects (\$4.0M original)	3,450,000	3,330,000	3,200,000	3,065,000	3,380,000	3,365,000
VCBA 2015A Projects (\$4.0M original)	3,915,000	3,785,000	3,645,000	3,500,000	3,345,000	3,185,000
VCBA 2018A Projects (\$3.38M original)			3,240,000	3,240,000	3,135,000	3,025,000
VCBA 2019A Projects (\$3.5M original)			-	3,340,000	3,340,000	3,225,000
Total Debt Outstanding	21,119,000	19,699,000	21,444,000	23,134,000	22,174,000	20,529,000

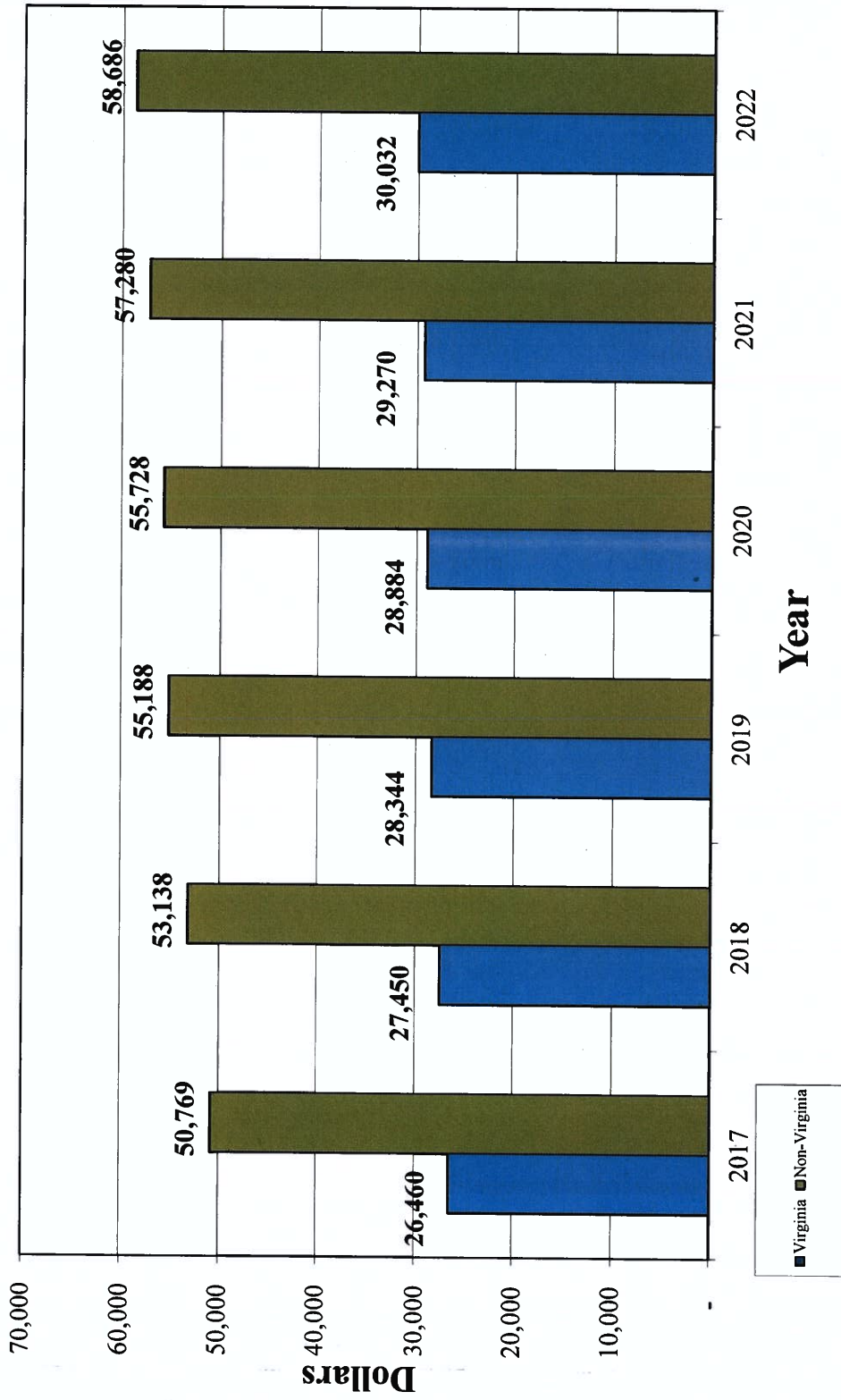
Note: All Supplementary data above reflects budget figures except where "actual" noted

Note: JM Hall and Cocke Hall debt will be satisfied in FY 2023. Crozet Hall debt will be satisfied in FY 2025. Remaining debt will be satisfied between FY 2031 and FY 2040

Enrollment Total and New Cadets

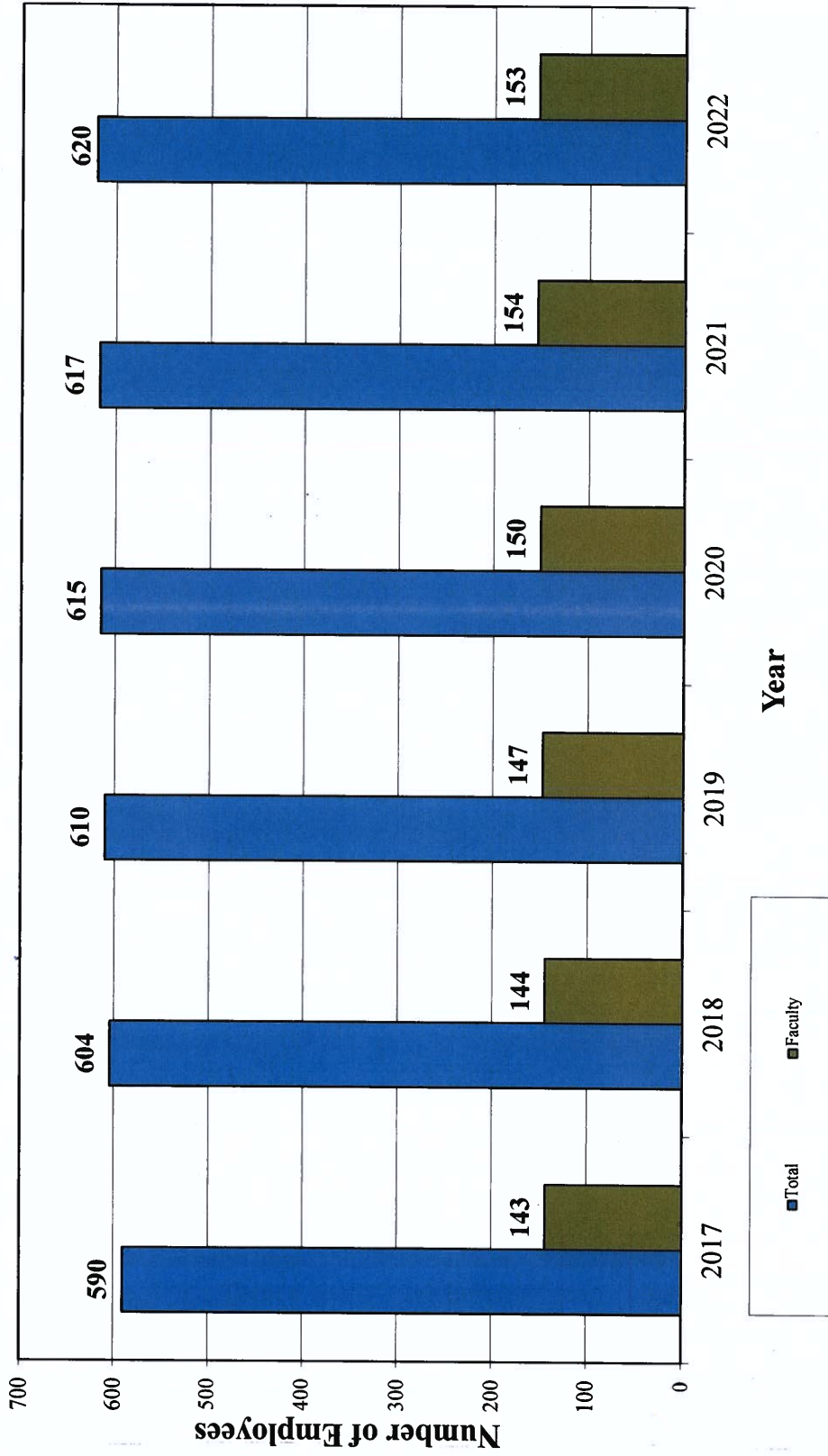


Tuition and Fees In-State v. Out-of-State

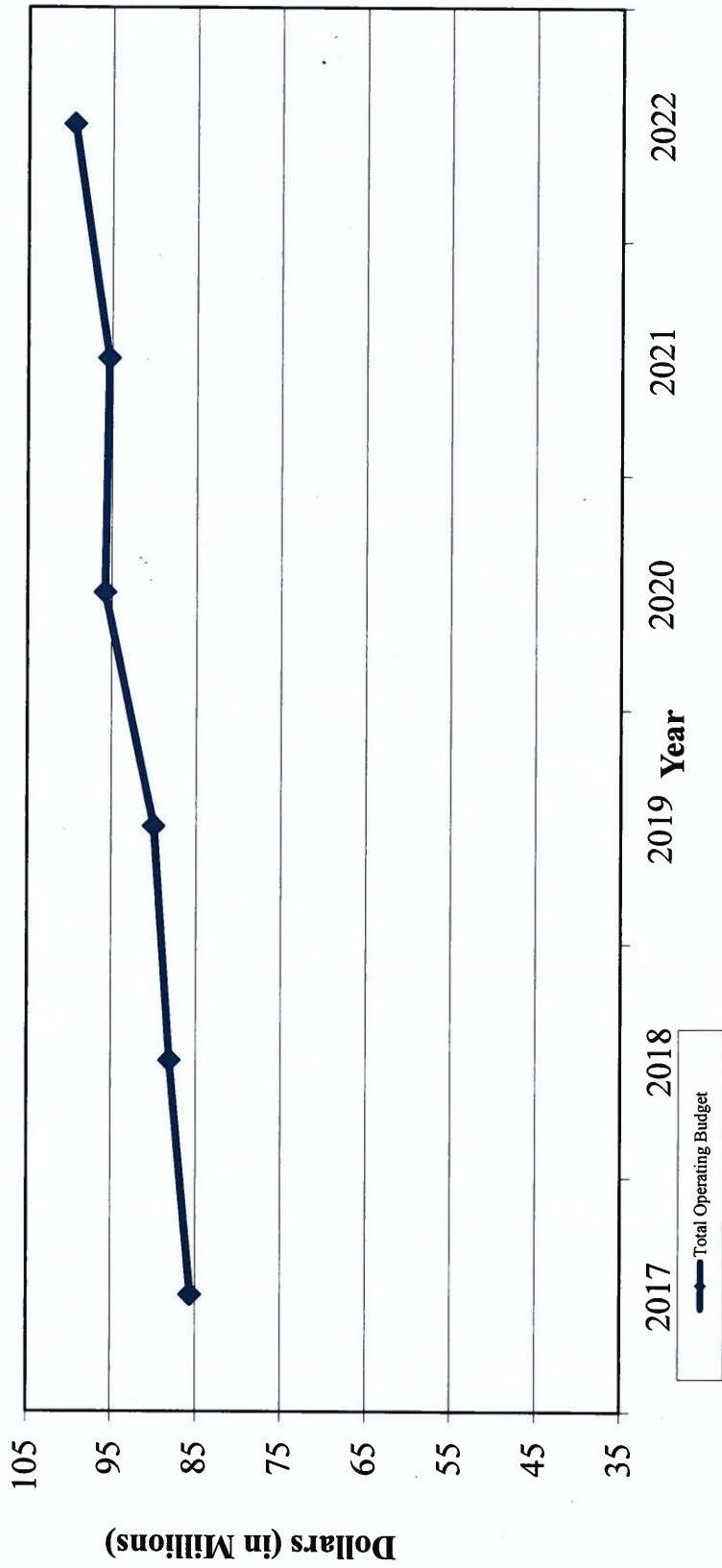


VMI Workforce

Total Employees vs. Teaching Faculty



Total Operating Budget



Key Financial Balances

