

# VIRGINIA MILITARY INSTITUTE

LEXINGTON, VIRGINIA 24450-0304

**Board of Visitors**  
**DRAFT Meeting Minutes**  
**Jan. 26 – 27, 2024**

A meeting of the VMI Board of Visitors was held in Lexington, Virginia beginning on Jan. 26, 2024, pursuant to public notice.

Board of Visitors members present:

John Adams '96	Scot Marsh '81
Ernest Edgar '87	Terence McKnight '78
Hugh Fain '80	Meaghan Mobbs
Conrad Garcia	Nancy Phillips
Teddy Gottwald '83	Maj. Gen. James Ring '88
James Inman '86	Kate Todd
Lester Johnson '95	Thomas Watjen '76
James Joustra '76	Damon Williams '90
Gussie Lord '01	

**Friday, Jan. 26, 2024**

1. Tom Wajten presided and called the meeting to order at 8 a.m. Also present were Maj. Gen. Cedric Wins '85, VMI superintendent, Patrick O'Leary '90, VMI legal counsel and senior assistant attorney general. Col. Bill Wyatt, executive officer to the superintendent, recorded the minutes.
2. Watjen welcomed everyone to the meeting and acknowledged the board's newest member, Kate Todd. He expressed his appreciation for the VMI staff who work every day on behalf of the cadets.
3. Maj. Gen. Cedric Wins '85, VMI superintendent, provided an update to the board on a number of topics. He began by acknowledging there are many people who work behind the scenes at VMI. He showed a [video highlighting the work of the tailor shop](#).

Wins gave a summary of the fall 2023 semester which included Family Weekend, the VMI Leadership Conference, Founders Day and the Distinguished Service Award, Ring Figure, the Governor's Higher Education Summit on Free Speech, the Braver Angels initiative encouraging civil discourse, the success of VMI's Ranger Challenge team, several cadet, faculty, and staff awards, the continued success of VMI's athletic teams and cadet-athletes both in their sport and in the classroom, December graduation and commissioning, and an overview of admissions and Call to Duty scholarships.



He also discussed a new partnership between VMI and the VMI Alumni Association where the 50-year reunion class mentors the corresponding class in barracks, e.g. Class of 1977 mentors the Class of 2027 throughout the course of their cadetship.

Maj. Gen. Wins gave an update on the strategic plan implementation. Each initiative has been assigned a staff lead and committees have been formed to develop specified and implied tasks as well as key metrics. The board will be given a more detailed brief at its May 2024 meeting.

Wins also told the board he is forming a task force to evaluate VMI's NCAA athletic program. The task force will focus on defining the value proposition of NCAA athletics at VMI, the cadet-athlete experience, a 10-year vision for athletics, and recommendations for a way forward.

He also told the board about the legislative outreach efforts under way. Several legislators and cabinet officers have visited post to gain a better understanding of the VMI experience. Wins has made several visits to Richmond thus far this year.

Finally, the superintendent told the board of recent activities since the Corps returned for the spring semester. These activities included the Southern Conference faculty and staff awards, an admissions agreement with Valley Forge Military Academy, a recruiting visit from the Secret Service, and visit from the Swedish chief of defense.

Lt. Col. Shannon Eskam gave the board an enrollment management update. She said she is beginning to set key metrics and coordination to help with retention efforts.

Lt. Col. Joe Hagy updated the board on current admissions operations. He discussed organization efforts to improve the admissions process. He said 126 cadets made recruiting visits to 116 high schools over the Thanksgiving furlough. The admissions team has exceeded (by 72 thus far) their target of 225 recruiting events. Hagy said VMI is experiencing an increased number of applications (1,260), the highest number of applications in 11 years.

Eskam briefed the board on changes to the FAFSA process. She explained the rollout of the new FAFSA will affect VMI's timeline for awarding financial aid to cadets. Instead, VMI will provide prospective cadets a tentative award subject to finalization once the applicant's FAFSA information is received from the federal government. She also told the board VMI has received 122 applications for Call to Duty scholarships. 15 have been awarded.

Brig. Gen. Bob Moreschi introduced the board to the new director of the Miller Academic Center, Lt. Col. Allyson Pierce, and the new registrar, Niccole Gatliff. He



briefed the board on the academic performance of the current rat mass compared to the previous six years. He told the board that the average GPA for the Corps remains unchanged compared to previous years. Additionally, he provided an updated on first destinations of the Class of 2023 graduates telling the board 97% of graduates were employed or in graduate school by October of 2023.

Brig. Gen. Dallas Clark '99 discussed the budget planning process including assumptions upon which the future budget is built. He also gave the board an update on the government relations efforts of the Institute during the ongoing legislative session.

Maj. Gen. Wins told the board about efforts related to the Enslaved Ancestors Act.

A copy of the associated briefing slides will be appended to the archived minutes as **Appendix I**.

4. **Entered closed session:** *A motion was made by Conrad Garcia and seconded by Ernie Edgar to enter closed session.* The motion passed unanimously, and the board entered closed session at 10:13 a.m. to discuss:
  - a. Consultation with legal counsel regarding specific legal matters requiring the provision of legal advice by such counsel pursuant to Va. Code Section 2.2-3711 (A) (7), pertaining to actual or probable litigation of the Institute.
  - b. Consultation with legal counsel regarding specific legal matters requiring the provision of legal advice by such counsel pursuant to Va. Code Section 2.2-3711 (A) (8).
  
5. **Return to open session:** The board returned to open session at 11:37 a.m. *A motion was made by Hugh Fain and seconded by Ernie Edgar to certify the closed session.* A roll call vote of the members present was taken. All members present voted to certify the closed session. Board member Jamie Inman certified via email. The roll call vote and Col. Inman's certification email will be filed with the minutes of this meeting as **Appendix II**.

A recording of this session of the Jan. 26, 2024, superintendent's agenda items session is available at <https://www.youtube.com/watch?v=7edyoe5MpTA>.

---

*At the conclusion of the superintendent's agenda items session, the board transitioned into committee meetings. Following the morning committee meetings, the board reconvened for a working lunch.*

---



6. During a working lunch, Maj. Gen. Wins briefed the Board of Visitors on the State Council on Higher Education of Virginia Fact Pack, a component of the required six-year plan submission.

Board members also received a briefing from Col. Valentina Dimitrova-Grajzl, Lt. Col. Kim Connelly, and Lt. Col. Sarah Whipple on the Braver Angels civil discourse program.

Both briefings are attached to these minutes as **Appendix III**. A recording of the working lunch is available at <https://www.youtube.com/live/M5-malwplb8?si=eOW38npZ6RZwFu9X>.

---

*At the conclusion of the working lunch, the board transitioned into committee meetings. Following the afternoon committee meetings, the board reconvened on Saturday, Jan. 27, 2024, for the remaining agenda topics and to receive individual committee reports.*

---

Saturday, Jan. 27, 2024

7. Tom Watjen opened the meeting and provided introductory remarks.
8. *A motion was made by Teddy Gottwald and seconded by Conrad Garcia to approve the minutes of the Nov. 30, 2024, Board of Visitors meeting minutes.* The motion passed unanimously by a voice vote.
9. Maj. Gen. Wins introduced the cadet leadership.

Cadet First Captain Mark Shelton gave the board an update on his goals as the regimental commander. His goals include 1.) implement a strong regimental system that instills core values, 2.) continue to develop leaders of character proficient in military skills, and 3.) produce honorable VMI graduates. He told the board about key Corps accomplishments during the 2023-24 academic year.

First class president, Cadet Cole Cathcart, discussed the collaboration and planning that has gone into the major events throughout the year. Cathcart talked about strengths and weaknesses. Strengths include rat unity and VMI staffing. Weaknesses include cadet parking, status checks, and improving the VMI brand.

Cadet Paul Murray, regimental executive officer, discussed the progress of rat training. Rats have completed phases zero (Hell Week), one (first semester), and two (finals week and return from furlough) of rat training and are in the process of completing phase three (breakout). Rats have been graded and validated on 207 regimental tasks.



Honor Court president, Cadet Warner Collier, recognized the work of the other members of the Honor Court. He said there is a big emphasis on educating and bringing the 4<sup>th</sup> Class cadets up-to-speed to be able to be contributing members to the Honor System.

10. David Prasnicky, chief executive officer of the VMI Alumni Agencies, briefed the board on their activities. Prasnicky reported a very positive return on investments of 13.94% bringing the total endowment up to \$732.8 million up from \$708 million in Aug. 2023. He talked about communications and marketing efforts included a branded content campaign, airport and billboard advertising, and digital marketing. An alumni survey was conducted and results are included in the next *Alumni Review*. Andrew Deal '12, chief operating officer of the Keydet Club, previewed the Day of Giving scheduled for Feb. 29, 2024.
11. Gussie Lord, chair of the Academic Affairs Committee, provided a report on the committee meeting held the previous day.
  - a. *A motion was made by Ms. Lord and seconded by Conrad Garcia to approve the changes in the faculty list dated Jan. 11, 2024.* The motion passed unanimously. These changes will be filed with the minutes of this meeting as **Appendix IV**.
  - b. *A motion was made by Ms. Lord and seconded by Ernie Edgar to approve the list of graduates.* The motion passed unanimously. The list of graduates will be filed with the minutes of this meeting as **Appendix V**.
  - c. *A motion was made by Ms. Lord and seconded by Ernie Edgar to approve the curriculum changes.* The motion passed unanimously. The curriculum changes will be filed with the minutes of this meeting as **Appendix VI**.
  - d. *A motion was made by Ms. Lord and seconded by Ernie Edgar to approve changes to the faculty handbook.* The motion passed unanimously. The changes to the faculty handbook will be filed with the minutes of this meeting as **Appendix VII**.
  - e. *A motion was made by Ms. Lord and seconded by Ernie Edgar to approve new entry guidelines for faculty salaries.* The motion passed unanimously. The salary guideline changes will be filed with the minute of this meeting as **Appendix VIII**.
  - f. The committee met the new director of the Miller Academic Center and the Registrar's office and discussed the future of those two offices.
  - g. The committee discussed the issue of requiring standardized testing as part of the admissions application process. The committee will continue to monitor the issue.
12. Damon Williams, chair of the Athletics Committee, provided a report on the committee meeting held the previous day including new hires in the Athletic department, success of the fall sports teams, individual cadet-athlete accolades, and APR and GPA team



updates. The committee also discussed the athletic budget which include cost-cutting and increasing revenues the impact of such over the next five years is expected to be \$1.8 million. There is a focus on corporate sales and sponsorships which may bring \$1.5 million over five years. A review of indirect costs is under way and may result in a \$2.5 million saving over five years. Additionally, an increase in attendance projections would lead to an increase in athletic fee revenue of \$1 million, and finally increased contributions to the Superintendent's Discretionary Fund would bring \$300,000. Such changes would bring the athletics budget into balance in 2027.

Williams reported Maj. Gen. Wins will stand up an athletics task force to look at the future of athletics at VMI, the cadet-athlete experience, resources needed, and recommendations for moving forward.

13. Teddy Gottwald, chair of the Audit, Finance, and Planning Committee, provided a report on the committee meeting held the previous day.
  - a. A motion was made by Mr. Gottwald seconded by Conrad Garcia to amend the 2024 budget reflecting current budget performance. The motion passed unanimously. A copy of the budget amendments will be filed with these minutes as **Appendix IX**.
  - b. A motion was made by Mr. Gottwald and seconded by Conrad Garcia to approve the Post Facilities Master Plan. The motion passed unanimously. A copy of the Post Facilities Master Plan will be filed with these minutes as **Appendix X**.

The committee discussed the current budget and efforts to reduce any potential deficits. There was a committee discussion of the athletics budget and budget assumptions for the coming fiscal year. Gottwald expressed concern about tuition and fees, especially out-of-state tuition. He suggested the committee may meet again before the full board meeting in May.

The committee received a brief on post safety and security and are impressed with the activity and planning involved in that area.

14. Lester Johnson, chair of the Inclusive Excellence Committee, provided a report on the committee meeting held the previous day. He mentioned there is a March 31 reporting requirement for diversity, opportunity, and inclusion plans and highlighted the goals of VMI's plan.

Johnson summarized the perspectives of cadets regarding the Inclusive Excellence training. Survey data is being used to facilitate better engagement



Upcoming events include a first-class presentation and a guest speaker – Stephanie Easter. The Office of Diversity, Opportunity, and Inclusion is currently hiring a program manager. Updates to the DOI website are under way.

15. John Adams, chair of the Appeals Committee, gave a report on the committee meeting held the previous day. He said there were a number of trends discussed including artificial intelligence and Corps training. Adams assured the board the Honor System is in good hands with the current Honor Court.
16. Hugh Fain, chair of the External Relations Committee, gave a report on the committee meeting held the previous day. He said the committee received an update from the S5 captain, Cadet Noah Campbell. They also heard of VMI's legislative relations activities, communications and marketing efforts, and a museum report.

*A motion was made by Mr. Fain and seconded by Teddy Gottwald to approve a resolution awarding the New Market Medal posthumously to Gil Minor '63.* The motion passed unanimously. A copy of the resolution is attached to these minutes as **Appendix XI.**

17. Conrad Garcia, chair of the Nominating and Governance Committee, gave a report on the committee meeting held the previous day. The committee discussed board appointments for 2024 and 2025. He encouraged the board to submit names of individuals to be considered for appointment.

The committee also discussed the proposed bylaw changes distributed to members prior to the meeting. The committee had questions regarding the amendments. He said the committee felt any changes to the bylaws regarding conflict of interest should be narrowly tailored and, perhaps, be a policy rather than changes to the bylaws. The committee is not recommending the board take action on the proposed changes at this meeting.

18. Scot Marsh, chair of the Cadet and Military Affairs Committee, gave a report on the committee meeting held the previous day. The committee received reports from each of the ROTC programs. They reviewed the training calendar for the spring semester and conducted group discussions on areas to improve, spring semester focus, and fall semester achievements.
19. **Entered closed session:** *A motion was made by Mr. Fain and seconded by Mr. Garcia to enter closed session.* The motion passed unanimously, and the board entered closed session at 10:01 a.m. to discuss:
  - a. Disciplinary and other matters that would involve disclosure of information contained in the scholastic records of specific cadets, pursuant to Va. Code





- Section 2.2-3711 (A) (2), relating to discipline, sexual assault, and Honor Court cases.
- b. Matters related to special awards, pursuant to Va. Code Section 2.2-3711 (A) (11).
  - c. Matters related to the employment, assignment, appointment, or performance of specific public officers, appointees, or employees of the public body, and evaluation of performance of departments or schools of public institutions of higher education pursuant to Va. Code Section 2.2-3711 (A) (1), relating to review of the Superintendent's performance objectives and to special staff and the evaluation of specific departmental operations.
  - d. Consultation with legal counsel regarding specific legal matters requiring the provision of legal advice by such counsel pursuant to Va. Code Section 2.2-3711 (A) (7), pertaining to actual or probable litigation of the Institute.
  - e. Consultation with legal counsel regarding specific legal matters requiring the provision of legal advice by such counsel pursuant to Va. Code Section 2.2-3711 (A) (8).

Note: Teddy Gottwald departed before the beginning of closed session. His absence was excused.

20. **Return to open session:** A motion was made by Mr. Fain and seconded by Mr. Edgar to certify the closed session. A roll call vote of the members present was taken. The motion passed unanimously and the board returned to open session at 12:44 p.m. The roll call vote is attached to these minutes as **Appendix XII**.

21. A motion was made by Mr. Fain and seconded by Mr. Adams to adopt a resolution recognizing the service to the commonwealth and the Institute of Senator Tommy Norment '68 and to name for him a meeting room in the renovated Moody Hall. The motion passed unanimously. The resolution is attached to these minutes as **Appendix XIII**.

22. A motion was made by Ms. Phillips and seconded by several board members to adjourn. The motion passed unanimously and the Board of Visitors was adjourned at 12:46 p.m.





Appendix I



# Superintendent's Major Agenda Items

**Maj. Gen. Cedric T. Wins '85**

Board of Visitors Meeting  
Jan. 26, 2024



## Behind the Scenes...





# Closing out 2023...

Family Weekend



Leadership Conference



Distinguished Service Award



Ring Figure



Summit on Free Speech



Braver Angels / Civil Discourse



Ranger Challenge



Three-Legged Stool





# Closing out 2023...

Athletic Success



Holiday Celebrations



Commissioning / Graduation







# Moving forward...

Admissions applications are strong

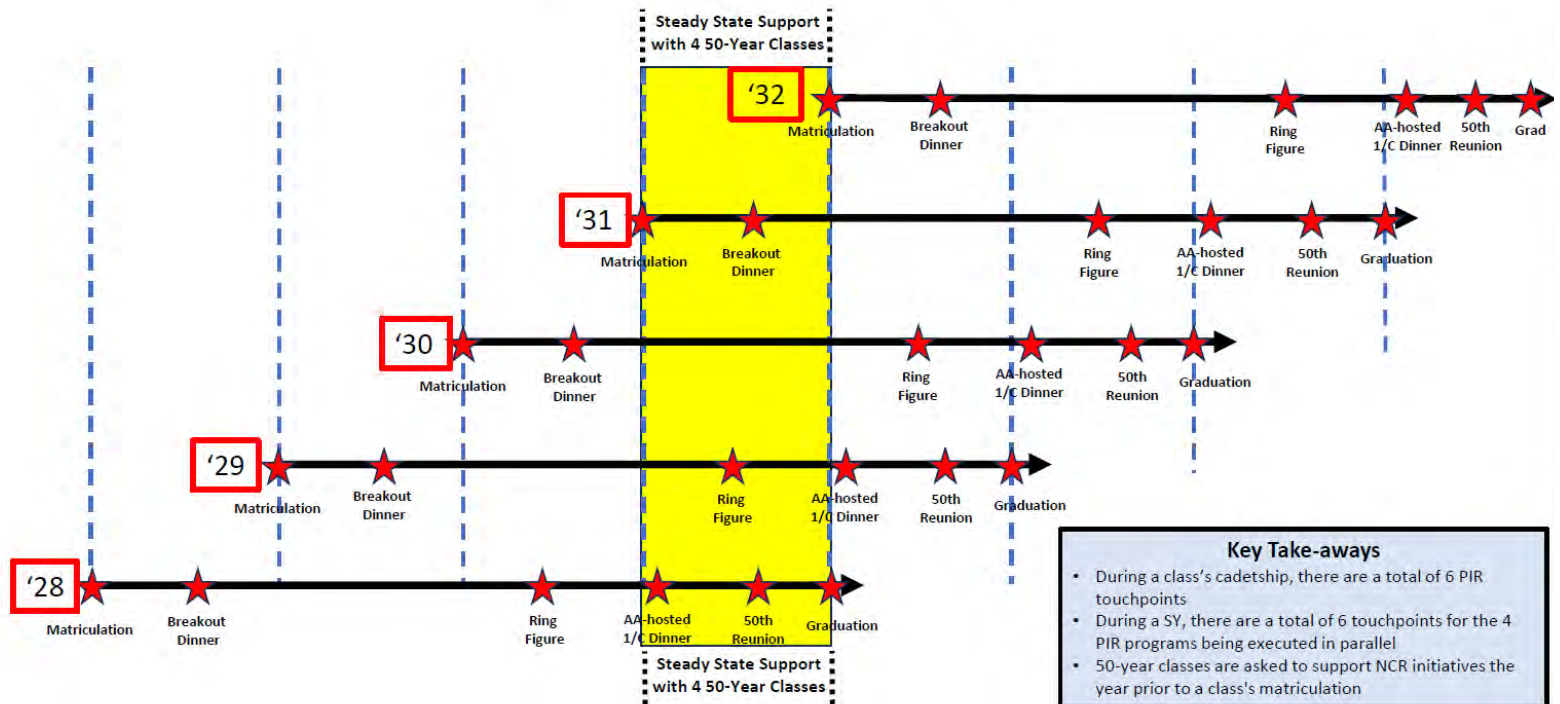


Call to Duty scholarships





# Proposed Pass-In-Review Program Annual Touch Points



- Key Take-aways**
- During a class's cadetship, there are a total of 6 PIR touchpoints
  - During a SY, there are a total of 6 touchpoints for the 4 PIR programs being executed in parallel
  - 50-year classes are asked to support NCR initiatives the year prior to a class's matriculation



# Strategic Plan Implementation

## Immediate Effort

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

## Tasks and Deliverables

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

**Deadline: May 2024**







# Athletics Task Force



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



# Legislative Engagement



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



Recent updates...

SoCon Faculty / Staff Awards



Valley Forge Military Academy



Secret Service Recruiting



Swedish Chief of Defence Staff





# Strategic Enrollment Management

**Lt. Col. Shannon Eskam**  
**Lt. Col. Joe Hagy**

Board of Visitors Meeting  
Jan. 26, 2024



# Enrollment Management Update

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



# Admissions Updates / Highlights

## Admissions Technology

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

## Recruitment/Yield

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

## Marketing

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

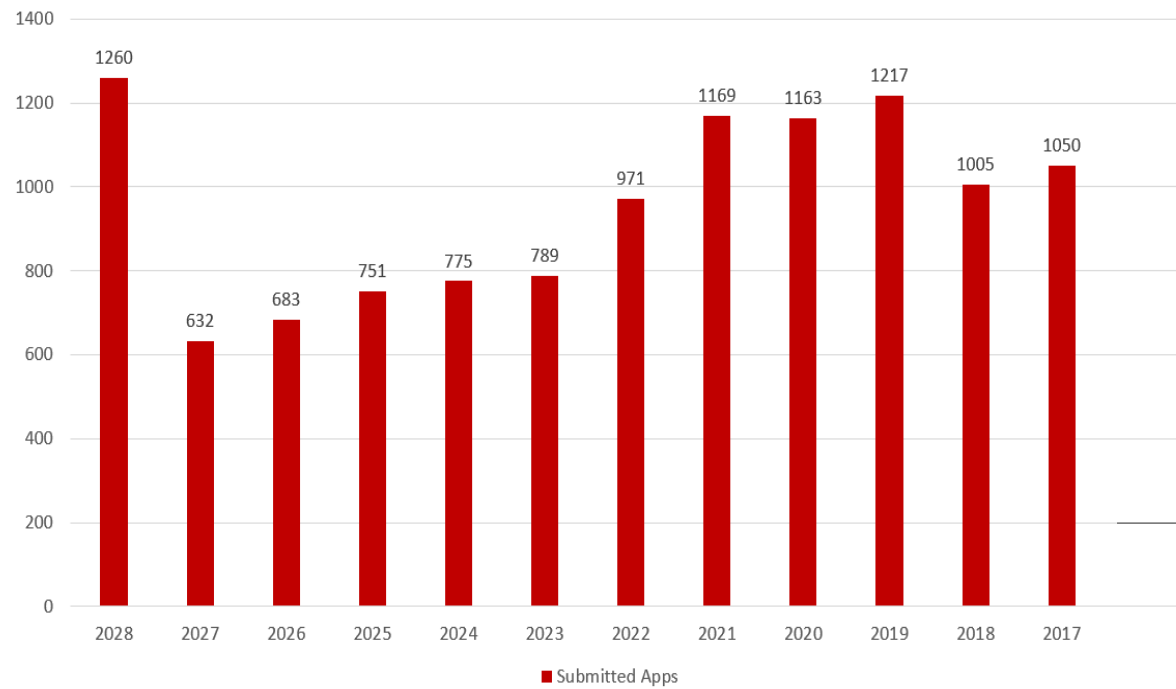
## Staffing/Personnel

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



# Class of 2028

Submitted Applications, Last Day Before Christmas Furlough 2017-2028



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

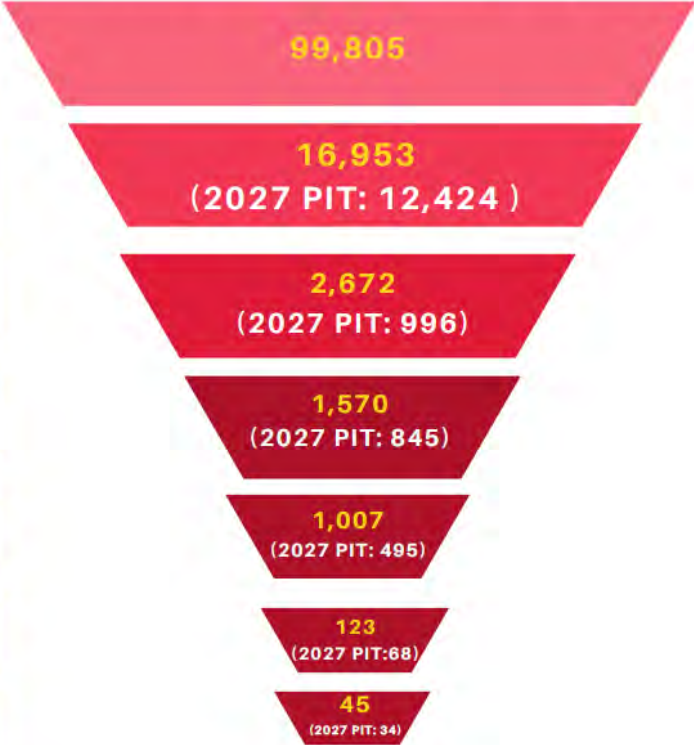




# FALL 2024 ADMISSIONS FUNNEL

## RAT MASS 2025+3 | VMI CLASS OF 2028

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

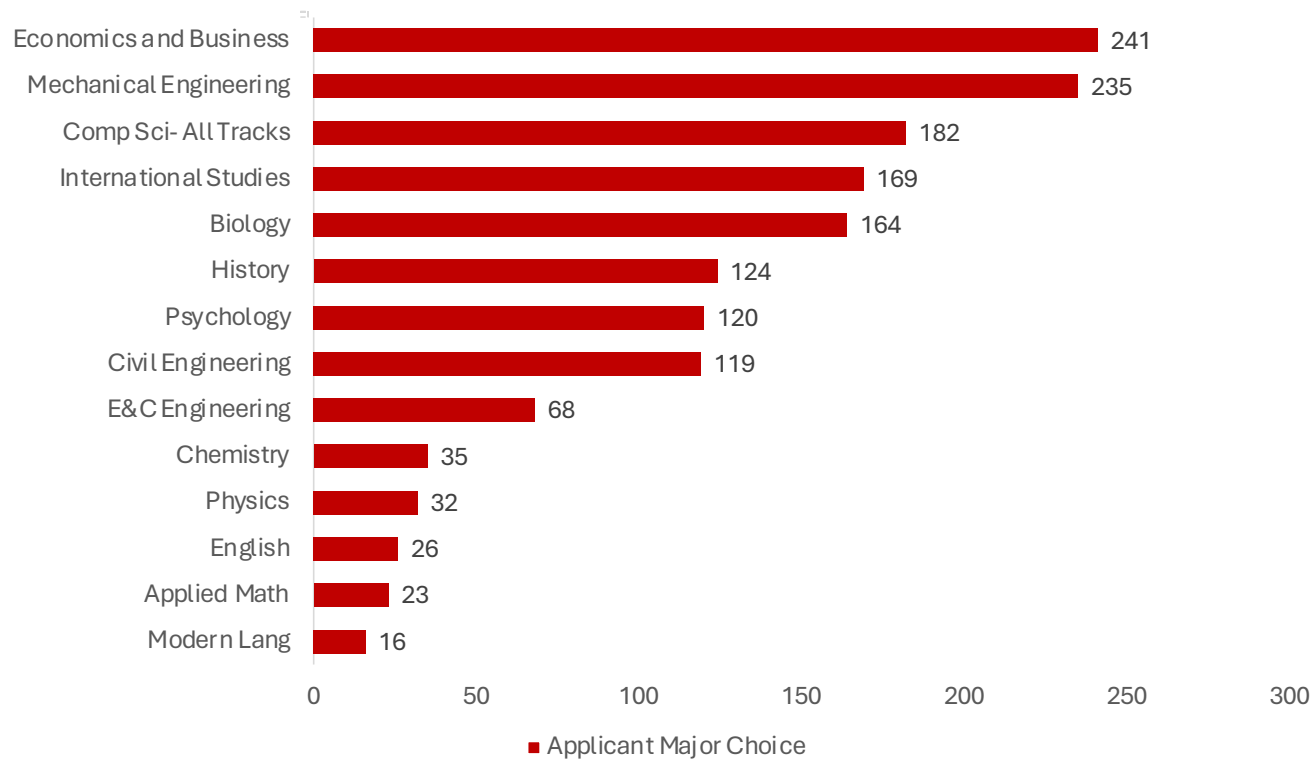


24 JANUARY 2024



# 2028 Applications by Major

18 JAN 2024



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





# Senior Admit / Yield

## “Top of Mind” Communication

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

## Element Microsite

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

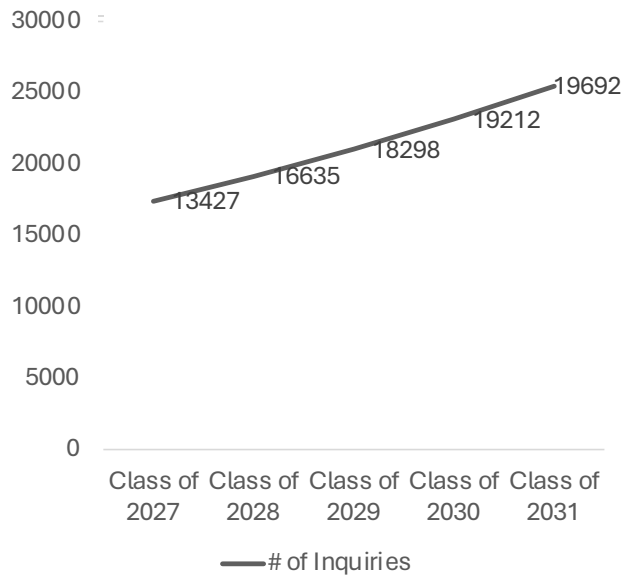
## Enroll/Non-Enroll Survey

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

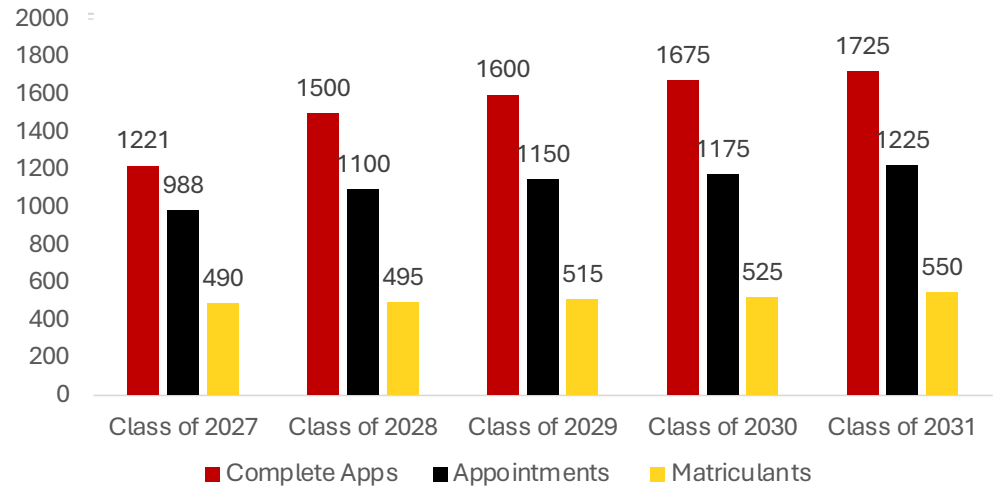


# Rat Mass Projection 2028 - 2031

Inquiries



Five (5) Year Projection





# Financial Aid Updates

## FAFSA Simplification Updates - 2024/2025

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

## Estimated Financial Aid Timeline

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

## VMI's Strategy

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



# Call to Duty Updates

## Applications

- 122 unduplicated applications received

## Awards

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

## Trends

	Class of 2027
December 2022	93
January 2023	42
February 2023	72
March 2023	27
April 2023	13
May 2023	10
June/July/August 2023	5
Total Applications	262

	Class of 2028
October 2023	8
November 2023	12
December 2023	74
January 2024	28
February 2024	
March 2024	
May and on	
Total Applications	122



# Academic Update

**Brig. Gen. Robert Moreschi**

Board of Visitors Meeting  
Jan. 26, 2024





# Academic Performance By Rat Class

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





## Average GPA by Class

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



# First Destinations of 2022-2023 Graduates

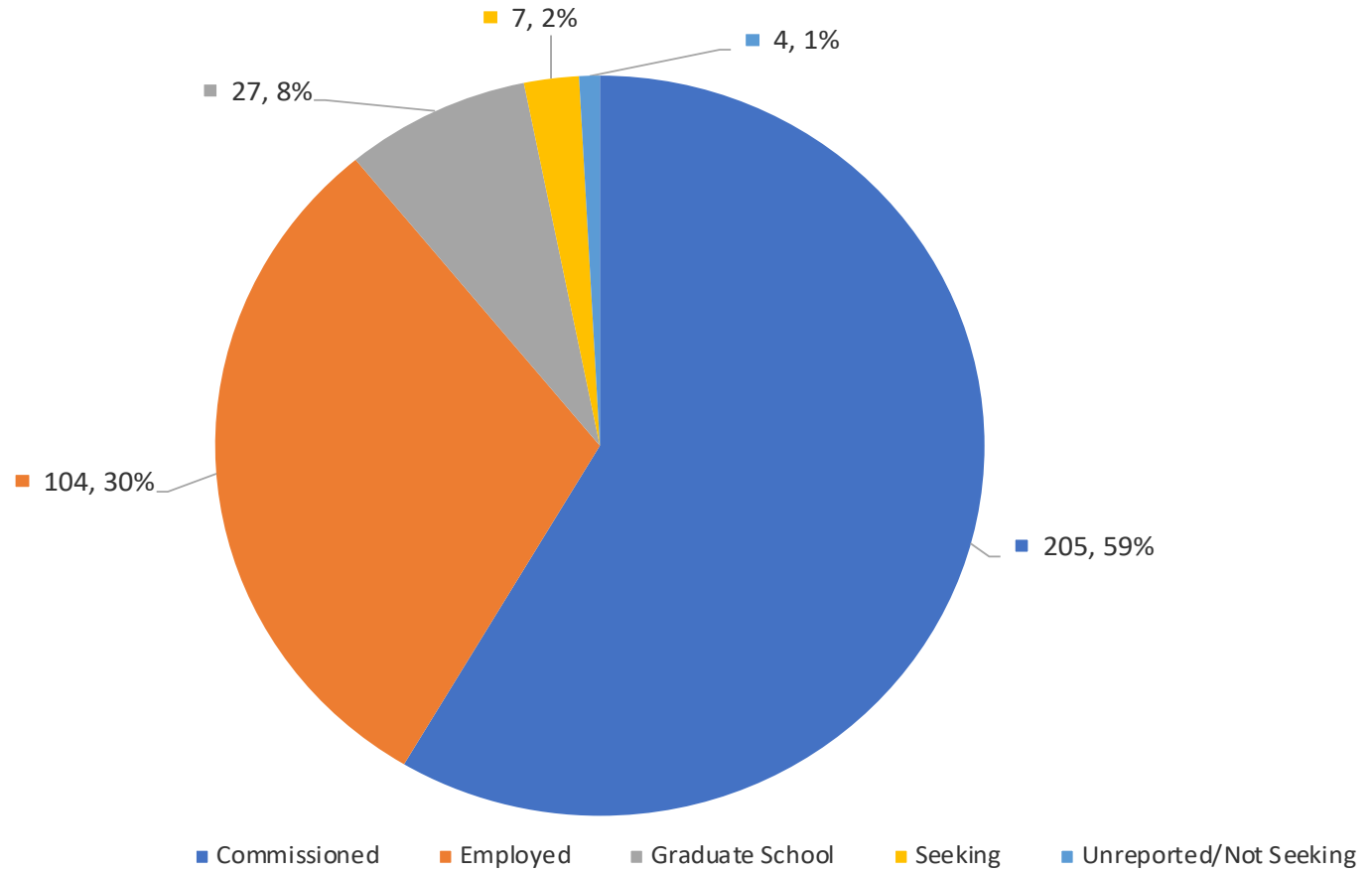
**Brig. Gen. Robert Moreschi**

Board of Visitors Meeting

Jan. 26, 2024



### VMI Graduates During Academic Year 2022-2023





# Notable Employers of the 2022-2023 Class

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



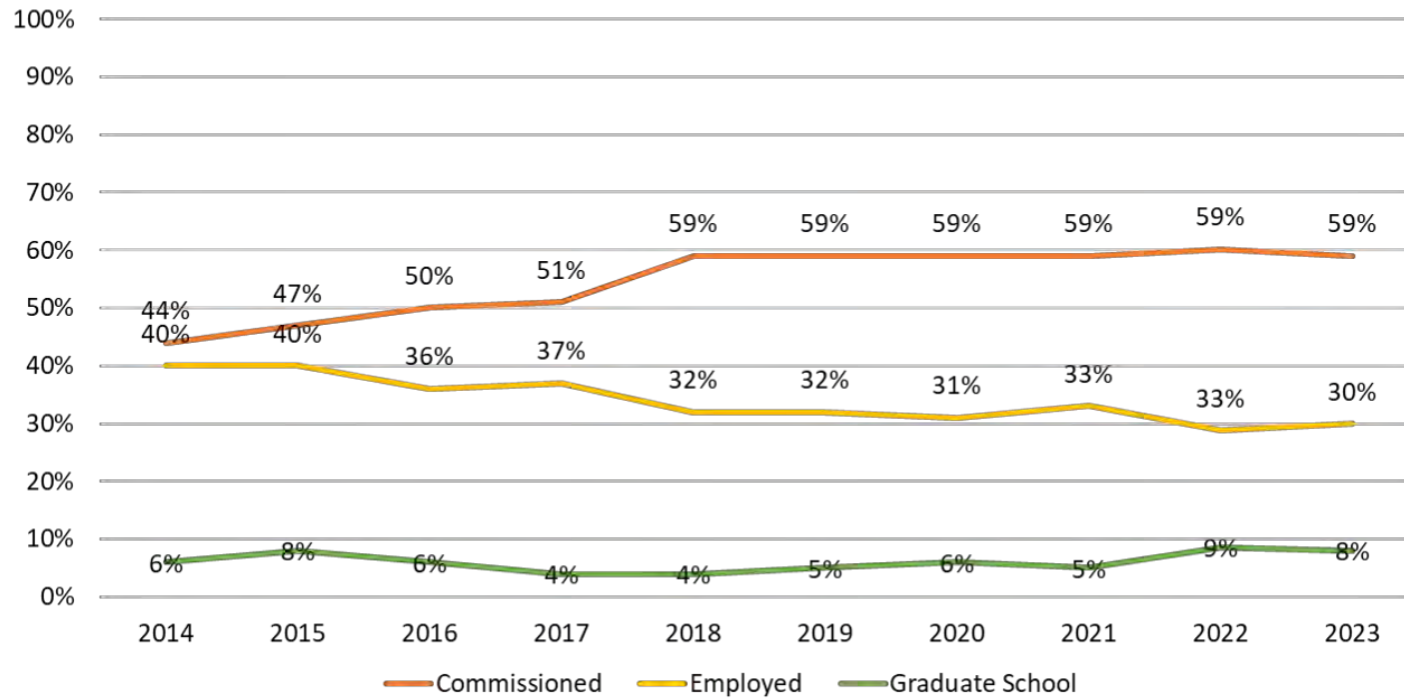
# Summary of Top Graduate Programs 2022-2023

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

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



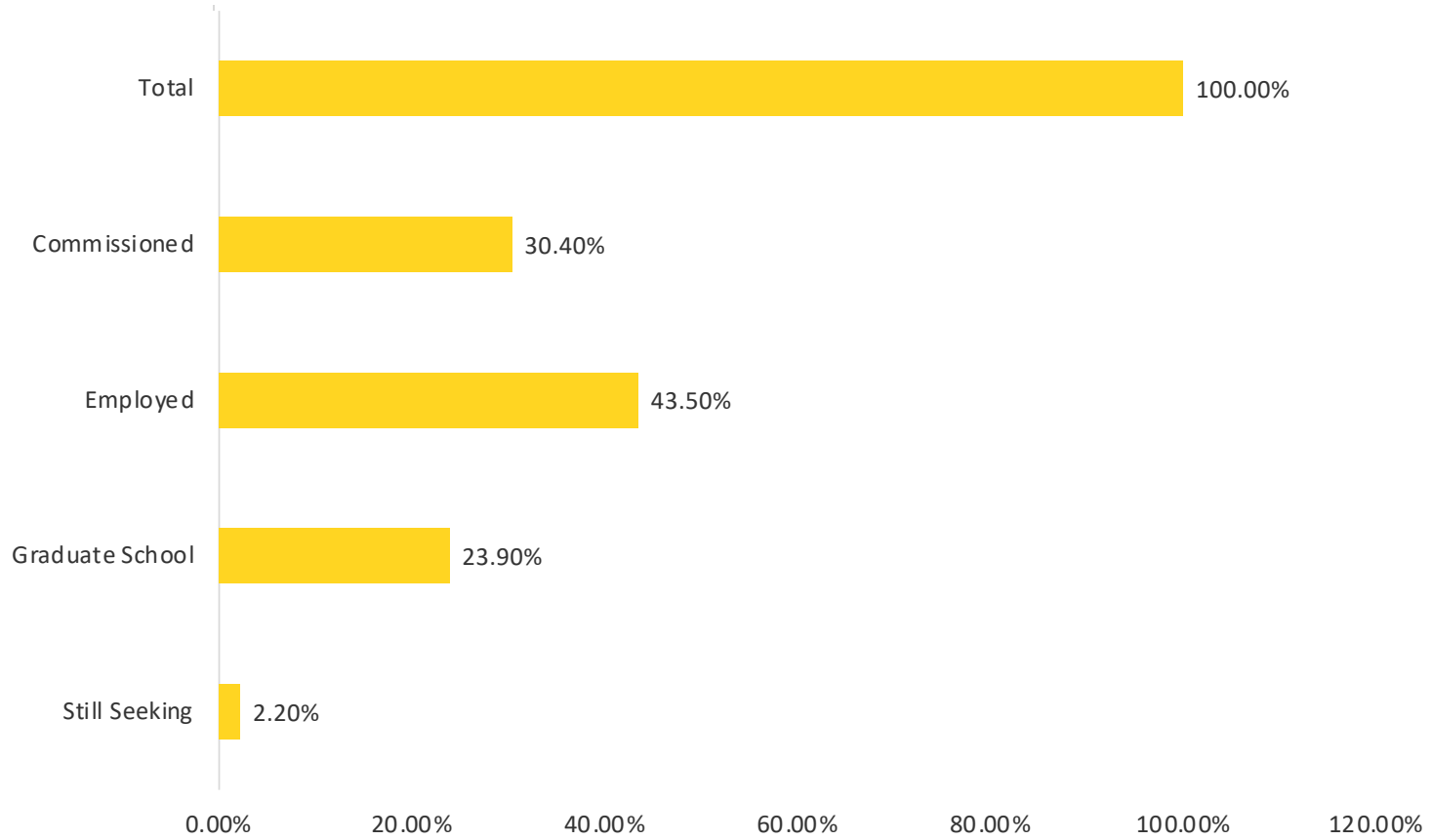
## Commissioning, Graduate Education, and Employment Trend Data OCS Cohorts 2014 - 2023







## 2022-2023 NCAA Athletes





# Budget & Legislative Update

**Brig. Gen. Dallas B. Clark '99**

Board of Visitors Meeting  
Jan. 26, 2024



# **FY25 Significant Budget Assumptions**

## **Enrollment Projections**

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



# FY25 Significant Budget Assumptions

## Tuition and Fees

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



# FY25 Significant Budget Assumptions

## State General Funds

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



# **FY25 Significant Budget Assumptions**

## **Private Funds (Estimate)**

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



# **FY25 Significant Budget Assumptions**

## **Employee Salaries and Benefits**

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





# FY25 Budget Priorities

## FY25 Budget Priorities:

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





# Financial Forecast

## Enrollment Assumptions

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



# Financial Forecast

## VMI 6-Year Financial Plan Projected Revenues and Expenditures

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



# Legislative Update

## 2024 Session Overview

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



# Legislative Update

## Funding Priorities

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

Appendix II  
VIRGINIA MILITARY INSTITUTE

LEXINGTON, VIRGINIA

Board of Visitors  
Tally Sheet

DATE: 1/26/24

MOTION: CERTIFICATION OF CLOSED SESSION

	YES	NO	PRESENT	NOT VOTING
Adams, John	✓			
Edgar, Ernie	✓			
Fain, Hugh	✓			
Garcia, Conrad	✓			
Gottwald, Teddy	✓			
Inman, Jamie				✓
Johnson, Lester	✓			
Joustra, Jim	✓			
Lord, Gussie				✓
Marsh, Scot	✓			
McKnight, Terry	✓			
Mobbs, Meaghan	✓			
Phillips, Nancy	✓			
Todd, Kate	✓			
William, Damon	✓			
Watjen, Tom	✓			

*Bill Wyatt*  
Recorded by





# **SIX-YEAR PLAN FACT PACK**

**Major General Cedric T. Wins '85  
Superintendent**

**26 January 2024  
Turman Room, Preston Library**

**Presentation to the Board of Visitors**



## Background

- The Code of Virginia (§ 23.1-306) requires the governing board of each public institution of higher education to develop and adopt biennially in odd-numbered years, and amend biennially in even-numbered years, a six-year plan for the institution.
- The plans are to include information about institutional strategies, projected costs, tuition and fees, financial aid, economic development, and other timely topics. When possible, VMI includes future State budget requests within the plan.
- The form and manner for the plan are prescribed by the State Council of Higher Education for Virginia (SCHEV) in consultation with the Secretary of Finance, the Secretary of Education, the Director of the Department of Planning and Budget, the Director of the Council, the Staff Director of the House Committee on Appropriations, and the Staff Director of the Senate Committee on Finance and Appropriations, or their designees. This review group is often referred to as the Op Six.
- In FY 2023, SCHEV enlisted Boston Consulting Group (BCG) to re-vamp the format of the Six-Year Plan submission. As part of that process, BCG created an institution-specific “Fact Pack” consisting of enrollment, retention, completion, job placement, and financial information, drawing on numerous data points submitted in various reports to SCHEV. The Fact Pack was provided to VMI in July 2023 and served as a tool within the Six-Year Planning process.



## Process and Timeline

- VMI submitted its Six-Year Plan, consisting of Part I (Financial Data) and Part II (Narrative), 17 July 2023. The Narrative consisted of responses to prescribed questions developed by SCHEV and BCG.
- MG Wins, Mr. Hugh M. Fain III, Vice-President of the VMI Board of Visitors, and a team of administrators presented VMI's Six-Year Plan to the Op-Six (Secretary of Finance, Secretary of Education, Director of the Department of Planning and Budget, Director of SCHEV, Staff Director of the House Committee on Appropriations, and the Staff Director of the Senate Committee on Finance and Appropriations) on 10 August 2023.
- The VMI Board of Visitors approved VMI's updated Six-Year Plan on 12 September 2023.
- At the end of September 2023, as part of the Six-Year Plan process, VMI received two questions specific to VMI from the Op-Six, as well as three general points of interest that were provided to each institution. VMI responded to the specific questions and points of interest in early October.
- The two questions centered on the Institute's commitment to cadets completing a degree and gaining relevant employment, as well as VMI's strategies to contain the largest drivers of institutional and administrative costs.





## Process and Timeline

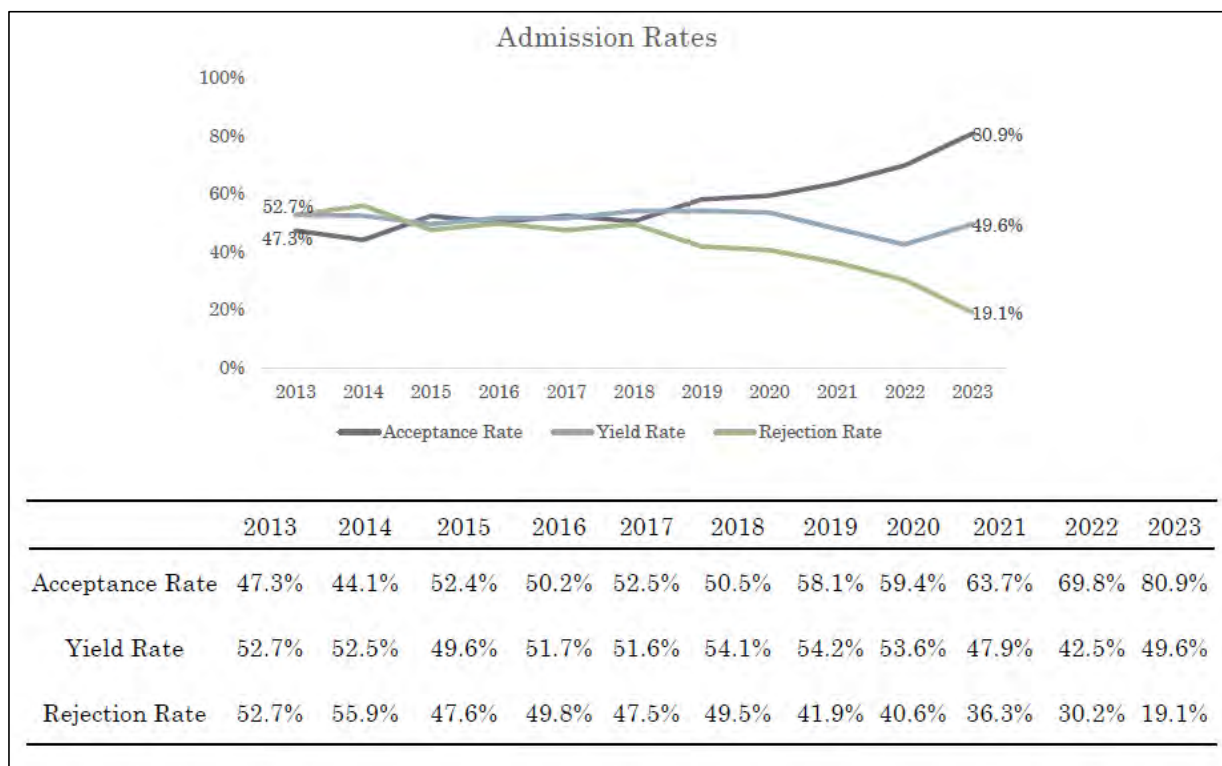
- On 6 November 2023, coinciding with SCHEV's public release of each institution's Fact Pack, the VMI Board of Visitors was provided an executive summary, the entire Fact Pack, VMI's Six-Year Plan and other related items.
- VMI's Office of Assessment and Institutional Research reviewed the data within the Fact Pack throughout the summer and fall and provided corrections, as well as clarifications, to some of the data. The majority of corrections were not included in the publicly released Fact Packs.
- The following slides depict selected highlights from the Fact Pack.



# Fact Pack Highlights

Admissions (Data provided by VMI Office of Assessment and Institutional Research)

- Compares with Slide #55 in Fact Pack

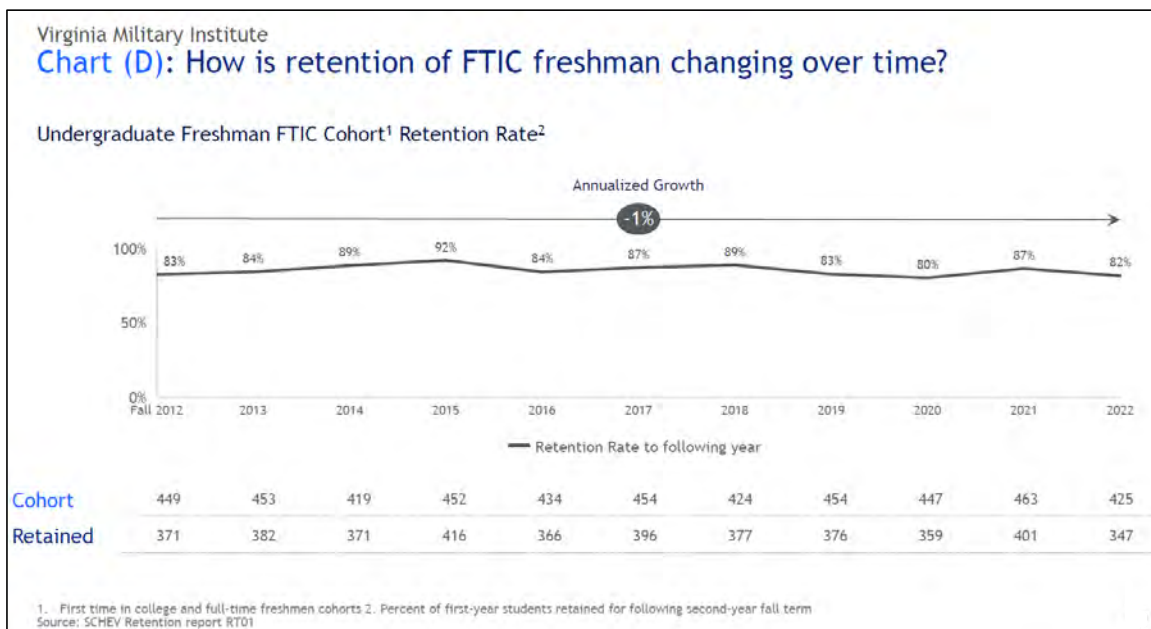




# Fact Pack Highlights

## Retention Rates (Slide #57)

- 82% (2021 cohort, returned Fall 2022, excludes transfers)
- 84% (2022 cohort, returned Fall 2023, excludes transfers)





# Fact Pack Highlights

## Graduation Rates (Slides #4 and #14)

### 6-Year

- 85% (2014 cohort, excludes transfers)
- 74% (2015 cohort, excludes transfers)
- 77% (2016 cohort, excludes transfers)

### 4-Year

- 65% (2016 cohort, excludes transfers)
- 72% (2017 cohort, excludes transfers)
- 68% (2018 cohort, excludes transfers)

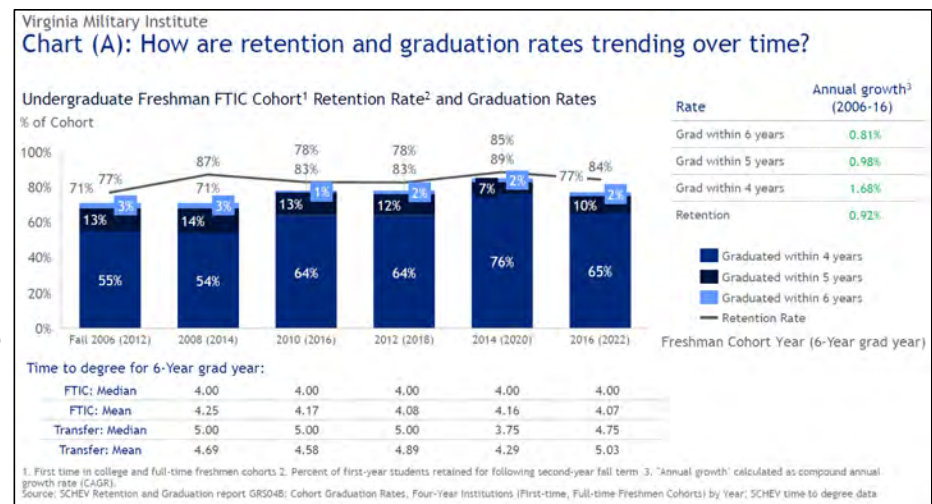
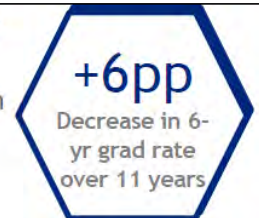
Both the 2016 cohort 4-year and 6-year rates are in the top 5 among Virginia publics.

For more detail, see:

<https://research.schev.edu//gradrates/cohortgradrates.asp>

**Current 6-year graduation rate: 77% for freshman cohort of 2016**

- 4.07 year avg time-to-degree for first-time in college students who graduated in 2022 (0 change since 2013)





## Fact Pack Highlights

### Post-Graduation Outcomes (Slide #4)

- 3-years post-graduation wage = \$63k (compared to \$35k for high school diploma only)
- College Scorecard data from the US Department of Education show that VMI graduates have median earnings of about \$77k 10 years post-graduation, placing VMI among the top 3 of all public institutions in VA.
- See <https://collegescorecard.ed.gov/school/?234085-Virginia-Military-Institute>

Current median wage of BA graduates 3-years post-graduation: **\$63K (vs. \$35K for those with only a high school degree or equivalent)**

- 5% difference in median wages for Pell graduates and non-Pell graduates

**5.1%**

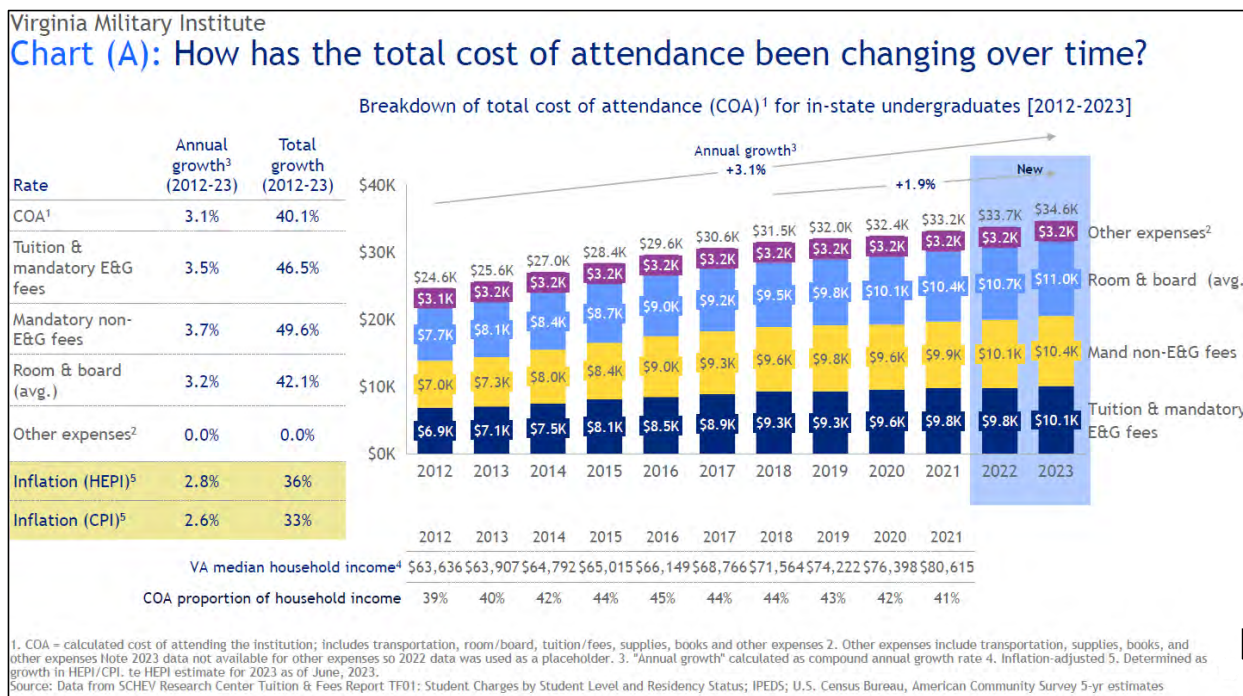
Growth in wages of BA graduates over 9 years



# Fact Pack Highlights

## Cost of Attendance (Slides #33 and #58)

- Annual growth in Cost of Attendance from 2012-2023 is 3.1% which closely mirrors average annual inflation. Recent annual growth from 2018-2023 is only 1.9% which is below inflation.
- Cost of Attendance as a percentage of median Virginia household income dropped from 45% to 41% over the past 5 years







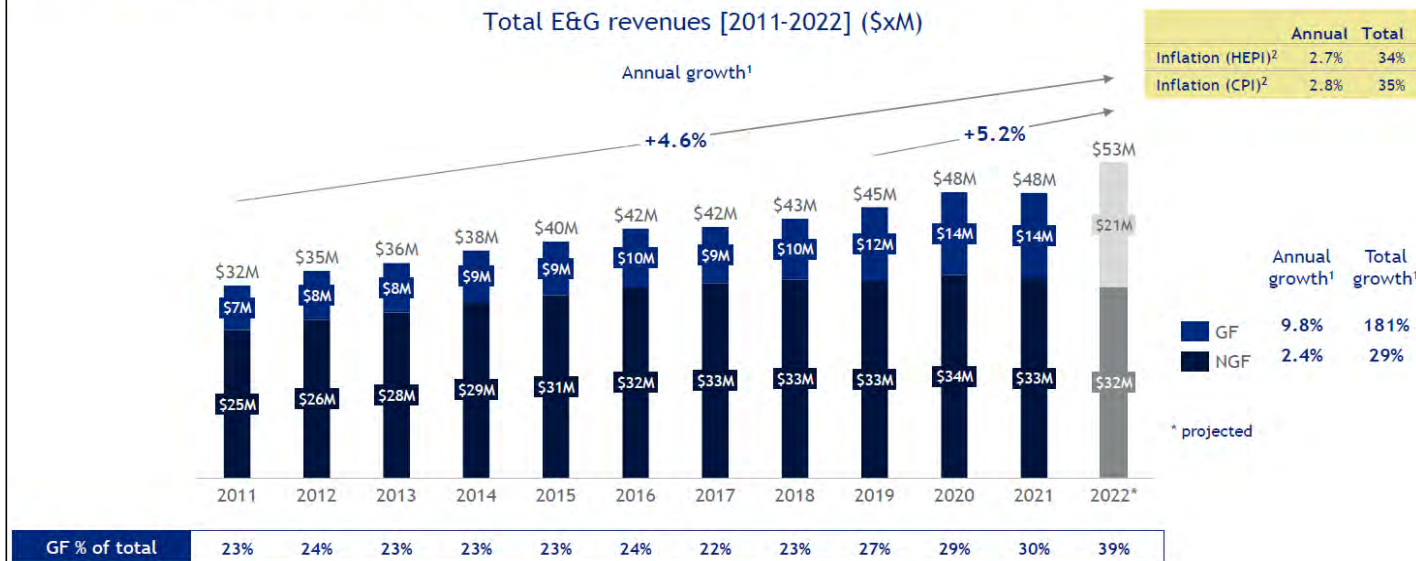
# Fact Pack Highlights

## State Funding (Slide #36)

- General Fund support grew from \$12M in FY 2019 to \$21M in FY 2022
- A major driver for the increase between FY 2021 and FY 2022 was One Corps, One VMI funding

Virginia Military Institute

Chart (A): How much do E&G revenues rely on state general funds?



1. "Annual growth" calculated as compound annual growth rate (CAGR) 2. Determined as growth in HEPI/CPI  
 Notes: GF=general funds; NGF=non-general funds; total E&G revenues = E&G GF appropriations + total E&G NGF revenue (as reported by institutions)  
 Source: SCHEV



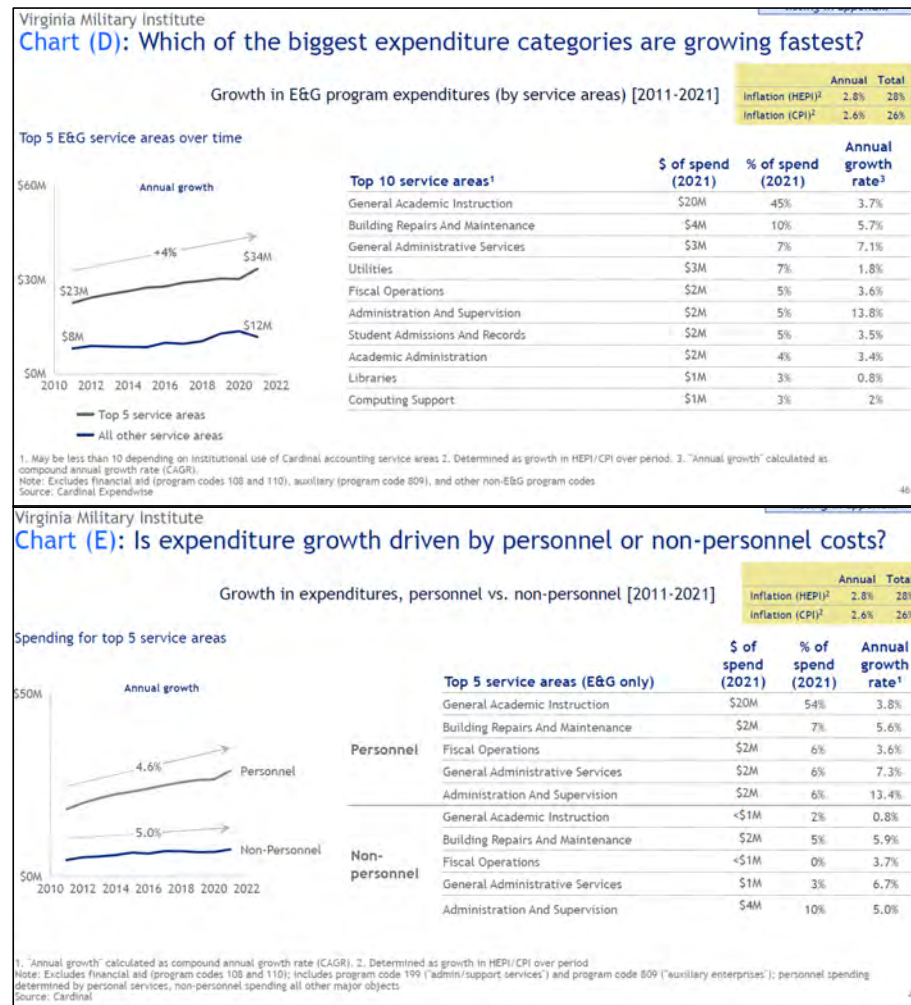
# Fact Pack Highlights

## Expenditure Growth (Slide #46)

- While General Academic Instruction expenditures (personnel and non-personnel) have not grown as fast as three other categories (General Administrative Services, Administration and Supervision, Building Repairs and Maintenance), it still represents 45% of total spending in FY 2021.

## Expenditure Grown (Slide #47)

- General Academic Instruction personnel expenditures represent 54% of total spending in FY 2021. This reflects increased emphasis on faculty compensation.







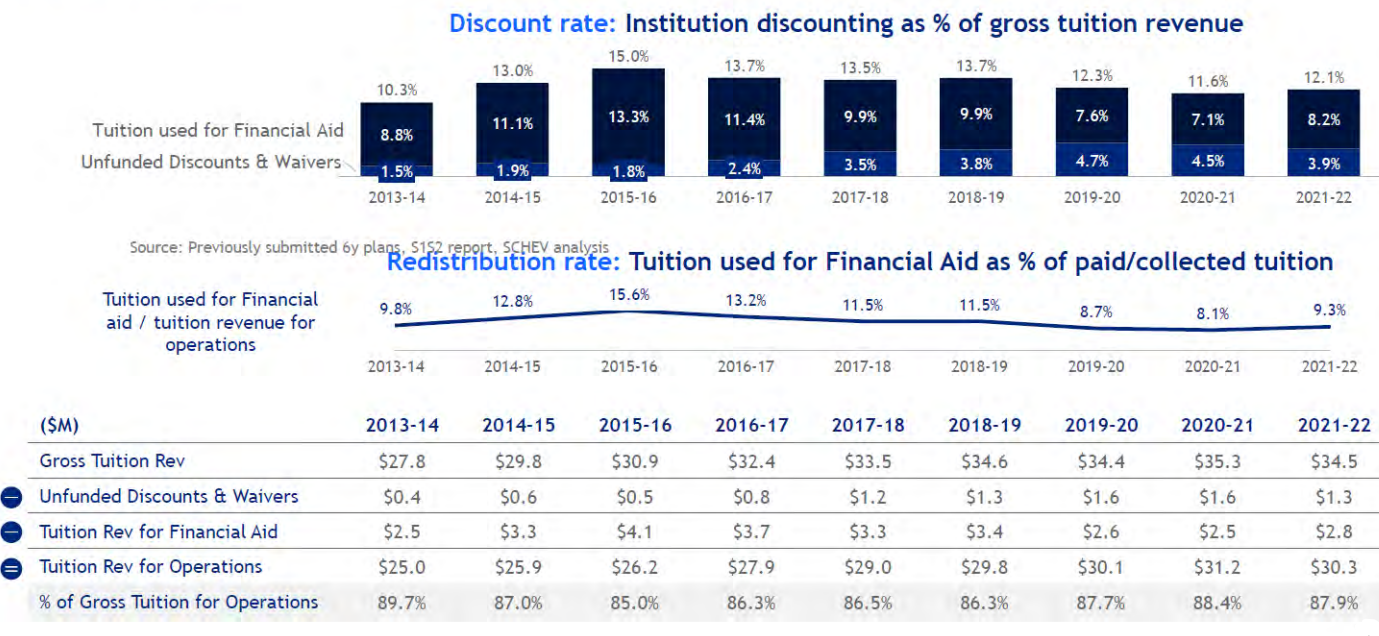
# Fact Pack Highlights

## Unfunded Discounts (Slide #59)

- Growth in Unfunded Discounts and Waivers is primarily attributable to growth in the Virginia Military Survivors and Dependents Education Program (VMSDEP)

Virginia Military Institute

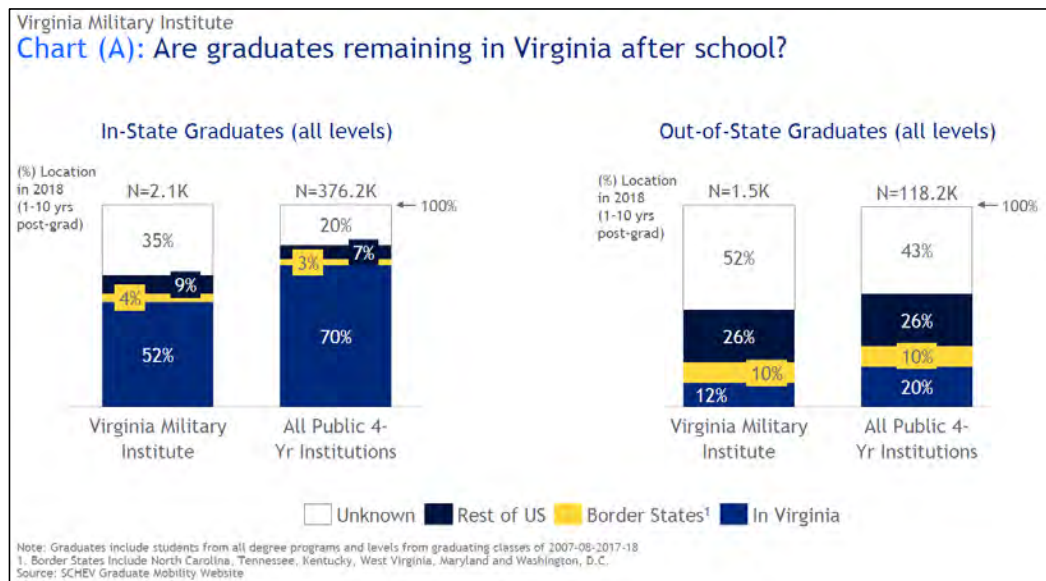
Chart (C): How are unfunded discounts & waivers and tuition used for financial aid offsetting tuition revenue over time?





# Other Notable Facts

- Residency in Virginia (Slide #22)**  
 Data from the VMI Alumni Agencies shows that more than 80% of VMI Alumni who do not commission stay in Virginia. Retention of graduates in Virginia is a priority of the current administration and VMI does favorably in this category.





# Questions

## Appendix III

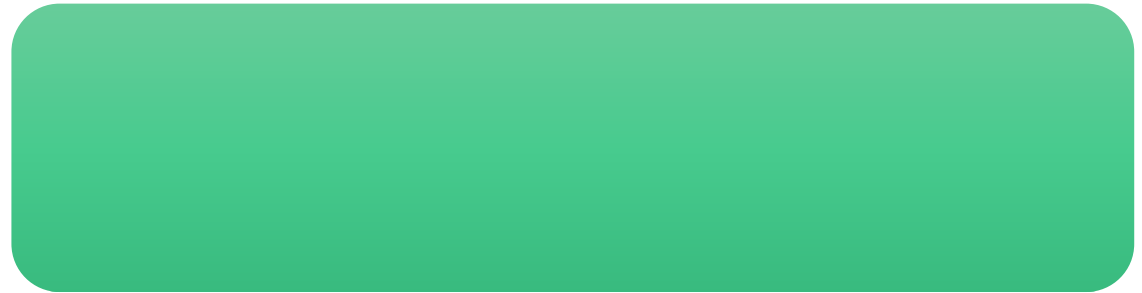


# **COLLEGE DEBATE AND DISCOURSE PROGRAM AT VIRGINIA MILITARY INSTITUTE**

supported by Braver Angels, ACTA, BRIDGE USA and a grant  
from the John Templeton Foundation



# The evolution of the program







## DOES A COMMITMENT TO CIVILITY TAKE CARE OF DIVERSITY AND INCLUSION ISSUES?




A Braver Angels debate open to the VMI community – cadets, faculty, staff and alumni

When: September 25, 2023 from 1900 to 2100  
Where: Hall of Valor, CLE

For more information, contact:  
COL Dimitrova-Grajzl / Dimitrova-grajzlvpm@vmi.edu



To register, use the QR code on this flyer



## SHOULD WOMEN BE ASSIGNED COMBAT ROLES?


A Braver Angels college debate, sponsored by the VMI Building BRIDGES Club in collaboration with the VMI Center for Leadership and Ethics

When: Monday, February 28 / 7:00 - 9:00 PM  
Where: Hall of Valor, CLE – Dinner will be provided

To sign up for the debate, use the QR code on this flyer. Deadline to register: February 21.

For info, contact:  
COL Dimitrova-Grajzl – dimitrova-grajzlvpm@vmi.edu  
LTC Whipple – whipless@vmi.edu







## IS SOCIAL MEDIA A THREAT TO DEMOCRACY?

A Braver Angels college debate, sponsored by the VMI Building BRIDGES Club in collaboration with the VMI Center for Leadership and Ethics

Students, faculty and staff are welcome to join this Braver Angels debate.




When: Wednesday, September 28 – 6:00 - 9:00 pm  
Where: Hall of Valor, CLE – dinner will be provided

To sign up for the debate, use the QR code on this registration form:  
[https://vmi.qualtrics.com/jfe/form/SV\\_1RZPNM8EvVOZ4hM](https://vmi.qualtrics.com/jfe/form/SV_1RZPNM8EvVOZ4hM)

For info, contact:  
COL Dimitrova-Grajzl – dimitrova-grajzlvpm@vmi.edu  
LTC Whipple – whipless@vmi.edu



## THE ATHLETE/NON-ATHLETE DIVIDE AT VMI

A Braver Angels Debate – by Cadets, for Cadets  
Sponsored by the Building BRIDGES Club in collaboration with the VMI Center for Leadership and Ethics





When: Thursday, March 2 – 1930 to 2100  
Where: CLE, Hall of Valor

Make your own smores bar!

To register, use the QR code on this flyer.  
[https://vmi.qualtrics.com/jfe/form/SV\\_1RZPNM8EvVOZ4hM](https://vmi.qualtrics.com/jfe/form/SV_1RZPNM8EvVOZ4hM)

For info, contact:  
COL Dimitrova-Grajzl – dimitrova-grajzlvpm@vmi.edu  
Katie Lloyd – llloydke23@mail.vmi.edu  
Devin Thomas – thomasds24@mail.vmi.edu

## SHOULD K-12 SCHOOLS BAN CONTROVERSIAL BOOKS?

A Braver Angels Intercollegiate Debate

SPONSORED BY THE VMI BUILDING BRIDGES CLUB, IN COLLABORATION WITH THE CENTER FOR LEADERSHIP AND ETHICS


Hosted at VMI and open to students, faculty, and staff at Washington and Lee University, Mountain Gateway Community College, and Southern Virginia University




When: November 28 — 7:00-9:00 PM  
Where: Hall of Valor, Marshall Hall, VMI

Dessert will be provided

For more information, contact:  
COL Dimitrova-Grajzl: dimitrova-grajzlvpm@vmi.edu  
Cadet Devin Thomas: thomasds24@vmi.edu

To register:  
use the QR code on this flyer



- **Our goals**

- Create a brave space for meaningful and genuine conversations on important and sometimes challenging topics
- Enhance our students' listening skills
  - Good leaders are also good listeners
- Teach our students to have empathy toward others
- Demonstrate civil discourse techniques





---

Building a community of practice:

- three faculty/staff fellows
- four cadet fellows
- training
- new initiatives





- “This type of debate opens them up to the possibility that people who disagree with them are not adversaries, they’re just interesting human beings who have a different point of view.”
- “VMI has become a vibrant, self-sustaining community of practice in our program, and its initiative in introducing Braver Angels debates and civil discourse to other colleges in the surrounding area is exemplary for the nation.”
  - Doug Sprei, ACTA’s VP of Campus Partnerships and Director of the College Debates and Discourse Alliance

OFFICE OF THE SUPERINTENDENT

Phone 540-464-7311

Fax 540-464-7660

Virginia Relay/TDD dial 711

11 January 2024

**MEMORANDUM THROUGH THE ACADEMIC AFFAIRS COMMITTEE FOR THE BOARD OF VISITORS**

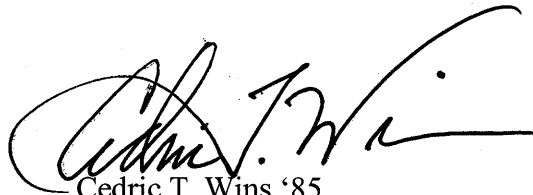
**SUBJECT:** Approval of Changes in the Faculty

**Background**

The Board of Visitors is charged with the responsibility of approving changes in the faculty. The Changes in Faculty list dated 11 January 2024 (enclosed) is submitted for approval.

**Recommended Motion**

“The Academic Affairs Committee has considered the Changes in the Faculty list dated 11 January 2024. I recommend that the Board of Visitors approve these Changes in the Faculty and that the list be made part of the minutes.”



Cedric T. Wins '85

Major General, U.S. Army (Retired)  
Superintendent

11 January 2024

**I. APPOINTMENTS**

The following appointments are effective on dates indicated:

BROWN, Major Caleb A., Assistant Professor in the Department of Chemistry, Tenure track. Education: Ph.D., Chemistry, North Carolina State University. Salary: \$79,000. Effective Date: 1 January 2024.

CHRISTENSON, Lieutenant Colonel Joel C., Associate Professor and Holder of the George J. Collins '62 Chair in Military History and Strategic Analysis in the Department of History, Tenure Track. Education: Ph.D., History, West Virginia University. Salary: \$101,500. Effective Date: 1 August 2024.

**II. ON LEAVE OF ABSENCE**

The following faculty members will be on leave of absence effective on the dates indicated:

ANDREEVA, Colonel Elena, Professor in the Department of History, will be on Family Medical Leave during spring 2024. Effective Date: 1 January 2024

FADIA, Colonel Emily L., Professor in the Department of Biology, will be on VMI Awards Faculty Development Leave during spring 2024. She will be analyzing the microbiome to expand on her existing research project. She will attempt to use the microbiome analysis in future research and teaching, and she will apply the acquired skills to her existing data set of tardigrade microbiome sequences to improve analysis to the quality fit for publication. She will develop course modules for several courses at VMI. Effective Date: 1 January 2024.

FREIN, Colonel Scott T., Professor in the Department of Psychology, will be on Jackson-Hope Faculty Development Leave during spring 2024. He will complete the online certificate *Nutrition and Healthy Living* from Cornell, which will enable him to develop expertise in a new area related to psychology that he wants to incorporate into his teaching and research. He will redesign parts of his Cognition and Positive Psychology courses to include new sections on nutrition and brain functioning in Cognition and nutrition and well-being in Positive Psychology. Effective Date: 1 January 2024.

**III. RETURN FROM LEAVE OF ABSENCE**

The following faculty members return from leave effective on the dates indicated:

ALERDING, Colonel Anne B., Professor in the Department of Biology, returns from Jackson-Hope Faculty Development Leave during fall 2023. COL Alerding used AQUA Sub

methods to complete the final stages of data collection from her 2017 statewide soybean field experiment and submitted a significant manuscript for publication in an impactful crop science research journal. Effective Date: 1 January 2024.

COBB, Colonel Barry R., Professor in the Department of Economic and Business, returns from Jackson-Hope Faculty Development Leave during fall 2023. COL Cobb's project expanded the use of the Limited Memory Influence Diagram (LIMID) for statistical process control. He tested methods on hypothetical example problems, then practice applications from businesses were used to implement methods in realistic settings with local companies willing to partner on the project. Effective Date: 1 January 2024.

EICHHOLZ, Major Patrick J., Assistant Professor in the Department of English, Rhetoric, and Humanistic Studies, returns from Jackson-Hope Faculty Development Leave during fall 2023. MAJ Eichholtz revised a book manuscript entitled "Emotive Modernism," a book that develops a revisionary account of modernism by introducing modernist literature into the history of emotions. Effective Date: 1 January 2024.

RICHTER, Dr. Duncan J., Professor in the Department of English, Rhetoric, and Humanistic Studies, returns from Wachtmeister Faculty Development Leave during fall 2023. Dr. Richter continued his work on a book he is writing about how to live according to philosophers Ludwig Wittgenstein and Elizabeth Anscombe. During his leave, he worked on the the second part of the book, which focuses on Anscombe. His goal is to have a polished draft of the whole book by the end of summer 2024. Effective Date: 1 January 2024.

#### **IV. INSTITUTE PROFESSORSHIPS AND CHAIRS**

The following appointments as holders of Institute Professorships and Chairs are effective on the dates below:

COBB, Colonel Barry R., Professor in the Department of Economics and Business, is re-appointed to the John W. and Jane M. Roberts Professorship in Free Enterprise Business. Effective Date: 1 August 2024.

DIMITROVA-GRAJZL, Colonel Valentina, Professor in the Department of Economics and Business, is re-appointed to the Nanette and Thomas Watjen 1976 Chair in Economics and Business. Effective Date: 1 August 2024.

HOLSTON, Colonel Ryan R., Professor in the Department of International Studies and Political Studies, is re-appointed to the Jonathan Myrick Daniels '61 Chair for Academic Excellence. Effective Date: 1 August 2024.

MCDONALD, Colonel Christina R., Professor in the Department of English, Rhetoric, and Humanistic Studies, is re-appointed to the Jackson-Hope Distinguished Chair in Arts and Humanities. Effective Date: 1 August 2024.

**V. APPOINTMENT OF SERVICE OFFICERS**

COOK, First Lieutenant Zachary C., Instructor in the Department of Naval Science. Effective Date: 15 April 2024.

PONDER, Lieutenant Adam, Instructor in the Department of Naval Science. Effective Date: 21 March 2024.

THORNTON, Staff Sergeant Alexis, Non-Commissioned Officer, Administrative Management, Department of Aerospace Studies. Effective Date: 21 Sep 2023.

WALKER, Lieutenant John, Instructor in the Department of Naval Science. Effective Date: 13 February 2024.

**VI. RELIEF OF SERVICE OFFICERS**

FRANCESCHINA, Lieutenant Daniel P., Instructor in the Department of Naval Science. Effective Date: 24 March 2024.

GARTRELL, Lieutenant Daniel T., Instructor in the Department of Naval Science. Effective Date: 18 December 2023.

# VIRGINIA MILITARY INSTITUTE

Appendix V

LEXINGTON, VIRGINIA 24450-0304

OFFICE OF THE SUPERINTENDENT

Phone 540-464-7311

Fax 540-464-7660

Virginia Relay/TDD dial 711

11 January 2024

## MEMORANDUM TO THE VMI BOARD OF VISITORS THROUGH THE ACADEMIC AFFAIRS COMMITTEE

**SUBJECT:** Approval of the Graduation List

### Background

VMI grants degrees in May, September, December, and January. The Board of Visitors is charged with the responsibility of approving all graduates of the Institute.

At its 12 September 2023 meeting, the Board approved a tentative list of September 2023 graduates and granted the Deputy Superintendent for Academics and Dean of the Faculty the authority to delete the names of cadets who did not meet the graduation requirements and to add the names of those who did. Attached are the final lists of 15 September 2023 and 21 December 2023 graduates.

### Recommended Motion

“The Academic Affairs Committee has considered the attached Graduation List dated 11 January 2024 for January 2024 graduates. The Committee recommends the Board of Visitors approve this preliminary list of graduates (Enclosure (1)). The Board of Visitors grants to the Deputy Superintendent for Academics and Dean of the Faculty the authority to delete the names of cadets who do not meet the requirements for graduation from VMI and to add the names of graduates who may fulfill the requirements for graduation. The Academic Affairs Committee further recommends that the final list of 15 September 2023 graduates (MEMORANDUM NUMBER 22, dated 8 November 2023 – Enclosure (2)) and 21 December 2023 graduates (MEMORANDUM NUMBER 25, dated 21 December 2023 – Enclosure (3)) be accepted and filed with the minutes of this meeting.”



Cedric T. Wins '85  
Major General, U.S. Army (Retired)  
Superintendent

**31 January 2024 Degree Candidates\***  
**As of 11 January 2024**

**BACHELOR OF SCIENCE IN CIVIL ENGINEERING**

Mohamed Sylla .....Wisconsin

**BACHELOR OF SCIENCE IN COMPUTER SCIENCE**

Franklin C. Hallock-Diaz .....Virginia

**BACHELOR OF ARTS INTERNATIONAL STUDIES**

Kenneth C. Cooper .....Florida

\*Pending final certification of completed degree requirements.

VIRGINIA MILITARY INSTITUTE  
Lexington, Virginia

MEMORANDUM)  
NUMBER 22)

8 November 2023

**GRADUATION:** The following members of the Class of 2023, having met all requirements for graduation from the Virginia Military Institute, are declared by the Board of Visitors to be graduated, in absentia, as of 15 September 2023, and are awarded the degrees shown:

**BACHELOR OF SCIENCE DEGREE IN BIOLOGY**

Elise Levine ..... Virginia

**BACHELOR OF SCIENCE DEGREE IN COMPUTER SCIENCE**

Andrew Morin ..... Virginia

**BACHELOR OF SCIENCE DEGREE IN MECHANICAL ENGINEERING**

Colby Tennyson, Minor in Mathematics ..... Pennsylvania

**BACHELOR OF SCIENCE IN PSYCHOLOGY**

Jackson Lloyd ..... Virginia

**BACHELOR OF ARTS DEGREE IN ECONOMICS & BUSINESS**

Jonas Oliver ..... Virginia  
John Valentine, Ensign USN ..... Alabama

**BACHELOR OF ARTS DEGREE IN ENGLISH**

Elizabeth Nightingale, Concentration in Literary Studies, Second Lieutenant USA,  
..... Massachusetts

**BACHELOR OF ARTS DEGREE IN HISTORY**

Laurel Wallace ..... Virginia

Enclosure (2)



**BACHELOR OF ARTS DEGREE IN INTERNATIONAL STUDIES**

**Jacob Soo-Min Kim**, Second Lieutenant USA .....Virginia

FOR THE SUPERINTENDENT:

John M. Young  
Colonel, Virginia Militia  
Chief of Staff

VIRGINIA MILITARY INSTITUTE  
Lexington, Virginia

MEMORANDUM)  
NUMBER 25)

21 December 2023

**GRADUATION:** The following members of the Class of 2023, having met all requirements for graduation from the Virginia Military Institute, are declared by the Board of Visitors to be graduated, in absentia, as of 21 December 2023, and are awarded the degrees shown:

**DISTINGUISHED GRADUATES**

**Cache Douma**, Bachelor of Arts Economics and Business .....Montana  
**Robert Austin Doyle II**, Bachelor of Science in Biology ..... Virginia  
**Naomi D. Hahn**, Bachelor of Science in Psychology, Honors in Psychology .....Pennsylvania  
**William Wynne Hundley**, Bachelor of Science in Biology .....Virginia  
**Collin Blythe Ironside**, Bachelor of Arts in Economics and Business, Honors in Economics and Business .....Tennessee  
**Timothy K. Johnson**, Bachelor of Arts in International Studies ..... Virginia  
**Aidan Noonan**, Bachelor of Science in Computer Science ..... Virginia

**BACHELOR OF SCIENCE IN CIVIL ENGINEERING**

**Jackson Lee Atkins** .....Pennsylvania  
**Tristan Kneas** .....Maryland  
**Rashad Raymond** .....New Jersey  
**Jordan Richeson** ..... Virginia

**BACHELOR OF SCIENCE IN COMPUTER SCIENCE**

**John D. Boles**, With Distinction .....Virginia  
**Mark Christopher Menia** ..... Virginia  
**Ian Salyers**, With Distinction .....Maryland

**BACHELOR OF SCIENCE IN MECHANICAL ENGINEERING**

**Ian McKenzie Cameron**, Minor in Mathematics, Second Lieutenant USA ..... Virginia

Enclosure (3)

**John E. J. Daniels**, Minors in Mathematics and Physics, Second Lieutenant

USA .....Pennsylvania

**Stephen Dean Dudar**, Minors in Mathematics and Physics ..... South Carolina

**Carter Elliot Steward**, With Distinction, Minors in Mathematics and Physics ..... Virginia

**Trent Wilson Whittaker**, Minors in Mathematics and Physics ..... Virginia

**BACHELOR OF SCIENCE IN PSYCHOLOGY**

**Job C. Chishko** .....Pennsylvania

**Joseph Benjamin Mejorada Villajuan** .....Maryland

**BACHELOR OF ARTS IN ECONOMICS AND BUSINESS**

**Nathan Michael Hicks**, Second Lieutenant USA .....Indiana

**Gavin Tyler Jenkins** ..... Virginia

**BACHELOR OF ARTS IN ENGLISH**

**Tristan A. Adams**, Second Lieutenant USA ..... Virginia

**Elijah Boone Craig**, With Distinction, Concentrations in Literary Studies,  
Rhetoric and Writing and Philosophy ..... Virginia

**Emma V. Faust**, Second Lieutenant USA ..... Virginia

**Emilio Sergio Johnson**, Concentrations in Literary Studies and Rhetoric and Writing .... Virginia

**BACHELOR OF ARTS IN HISTORY**

**Liam Thomas Breslin**, Second Lieutenant USA ..... Virginia

**Seth McKinley Duncan**, Second Lieutenant USA ..... Virginia

**Ethan Edward Hybl** .....Colorado

**Owen Donald Munz**, With Distinction, Minor in International Studies with a Concentration in  
Military Science, Second Lieutenant USA .....New Jersey

**BACHELOR OF ARTS INTERNATIONAL STUDIES**

**Evan Michael Eller**, With Distinction ..... Virginia

**Kenneth Niles Howerton III** ..... Virginia

**Zion Ojibway-Marshall, Second Lieutenant USA** .....Maryland

FOR THE SUPERINTENDENT:

John M. Young  
Colonel, Virginia Militia  
Chief of Staff

OFFICE OF THE SUPERINTENDENT

Phone 540-464-7311

Fax 540-464-7660

Virginia Relay/TDD dial 711

11 January 2024

**MEMORANDUM TO THE VMI BOARD OF VISITORS THROUGH THE ACADEMIC AFFAIRS COMMITTEE****SUBJECT:** Approval of Curricular Changes**Background**

The Board of Visitors is charged with the responsibility of ensuring the academic quality and integrity of the Institute. The following changes to the Institute curriculum have been approved by the Academic Board and are submitted for the approval of the Board of Visitors:

- Programmatic Changes:

- Remove MA 106 as C.S. Information Technology Track Requirement

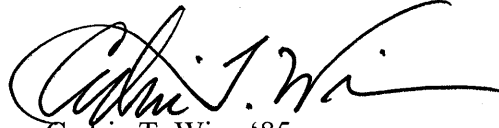
The Computer and Information Sciences Department proposes to remove MA 106 from the Information Technology Track requirements. It was unintentionally included as one of the “Required Additional Mathematics Courses” in the B.S. in Computer Science – Information Technology Track approved by the Board of Visitors on 29 April 2023.

- New Courses – Enclosure (1):

- BI 355 – Endocrinology (3-0-3)
- CE 415 – Environmental Engineering Unit Process Design (3-0-3)
- CE 439 – Transportation Infrastructure and Economics (3-0-3)
- CE 450 – Stormwater Management (3-0-3)
- CE 484 – Mechanics of Composite Materials (3-0-3)
- ERH 339 – Art of Medieval Europe (3-0-3)
- ERH 340 – Art of Renaissance Europe (3-0-3)
- HI 300 – United States Constitutional History (3-0-3)
- HI 344 – Conflict and Environment (3-0-3)
- HI 370 – Political Violence in the United States to 1877 (3-0-3)
- HI 371 – Climate and Human History (M) (3-0-3)
- HI 381 – Humanity’s War on Nature (3-0-3)

**Recommended Motion**

“The Academic Affairs Committee has considered the recommended Curricular Changes dated 11 January 2024. I move that the Board of Visitors approve these Curricular Changes and that they be made part of the minutes.”



Cedric T. Wins '85  
Major General, U.S. Army (Retired)  
Superintendent

## **New Course Descriptions**

### **BI 355 – Endocrinology (3-0-3)**

Course Description: Endocrinology is the study of hormones and is concerned with the integration of brain, body, and behavior. The course will offer students an in depth understanding of the structure and function of the endocrine system. Students will be given an overview of human and comparative endocrinology by covering topics such as sex differences, reproduction, stress, and disease. Using in class discussions of clinical case studies, landmark historical research, current events, and demonstrations, students will delve into the field of endocrinology.

### **CE 415 – Environmental Engineering Unit Process Design (3-0-3)**

Course Description: Design and analysis of biological, physical, and chemical processes for treatment of liquid and solid municipal and industrial wastes. Design and analysis of air pollution control technologies. Practical applications are emphasized. Prerequisite(s): CE 321.

### **CE 439 – Transportation Infrastructure and Economics (3-0-3)**

Course Description: This course examines several modes of transportation (primarily water, air, and rail) and the cost associated with building and maintaining its infrastructure. Students will explore how the finances involved in the construction/maintenance process translate into everyday user cost /charges. Financial scenarios concerning different transportation infrastructure projects are reviewed, and students grow to develop solutions that improve the system functionally and economically.

### **CE 450 – Stormwater Management (3-0-3)**

Course Description: This course will cover Impact of urbanization, evaluation of peak storm water discharge; design of stormwater drainage structures (gutters, drainage inlets, manhole, and detention ponds); stormwater quality; sedimentation and erosion; innovative and advanced stormwater management techniques (Green Infrastructures, blue and purple roofs, remote sensing, and GIS). Requires use of commercial software like REC-HMS and EPA SWMM.

### **CE 484 – Mechanics of Composite Materials (3-0-3)**

Course Description: Introduction to the basic concepts of the mechanical behavior of composite materials. This course covers topics related to fiber reinforced composites focusing on the prediction of elastic properties and failure. Students will learn about the microstructure of fiber composites, how it influences material properties, and how the design of composite materials differs from isotropic materials like metals. Pre-requisite: CE 206 or equivalent.

### **ERH 339 – Art of Medieval Europe (3-0-3)**

Course Description: This course focuses on the art of medieval Europe (roughly 800 -1400 CE) and how it relates to broader cultural trends of the era. Cadets will study artworks, architecture, and artists through analysis of primary source documents, scholarly articles, and the images themselves.

### **ERH 340 – Art of Renaissance Europe (3-0-3)**

Course Description: This course covers visual art produced in Renaissance Europe from about 1400 to 1600 and its relationship to the broader cultural trends of the era. Cadets will study artworks, architecture, and artists from both north and south of the Alps through analysis of primary source documents, scholarly articles, and the images themselves.

### **HI 300 – United States Constitutional History (3-0-3)**

Course Description: An intensive study of the origins and development of the United States Constitution, from its early-modern origins to the present. An emphasis is placed on reading and analyzing primary documents related to constitutional history, including but not limited to Supreme Court decisions. Thematic focuses will include the American founding, civil rights, and the obligations of citizen-soldiers, among others.

### **HI 344 – Conflict and Environment (3-0-3)**

Course Description: This course explores how nature, or the natural world, has shaped conflicts and how conflicts have shaped the natural world from the early modern period to the present. This course uses a comparative approach to explore the interconnected relationship between humans, conflict, and the environment within the Atlantic World. Conflict will be examined from a broad perspective, which can include war and rebellion, but also social conflicts. Key topics include ecological imperialism, colonization, the General Crisis, the Global Crisis, the Little Ice Age, the Age of Revolutions, the U.S. Civil War, Coal Wars, World War II, and the Atomic Age. Region: U.S. OR Europe or Asia/Africa/Latin America, but only one.

### **HI 370 – Political Violence in the United States to 1877 (3-0-3)**

Course Description: This survey course examines the causes and consequences of political violence in U.S. history, as well as attempts to limit political violence. An emphasis is placed on the shifting role of political violence as American democracy developed and evolved. Region: U.S.

### **HI 371 – Climate and Human History (M) (3-0-3)**

Course Description: This methodologically intensive course surveys the relationship between humans and climate over the last millennium with an emphasis on the Global Crisis of the seventeenth century. Cadets will examine how human-climate interactions influenced the cultural, political, social, economic, and environmental changes over time, and how this changed temporally and spatially. In addition to more traditional text-based sources, cadets will become familiar with "non-traditional" sources utilized by the humanities including experiential techniques from the natural sciences, like coring trees, reading pollen slides, or examining ice cores. Region: Europe OR Asia/ Africa/Latin America, but not both.



### **HI 381 – Humanity’s War on Nature (3-0-3)**

Course Description: This survey course adopts a comparative perspective of how humans have interacted with and thought about their surroundings. It begins in the sixteenth century and ends with contemporary environmental challenges. Key topics include the evolution of agricultural and pastoral lifeways; famine and epidemics; the ecology of colonialism and industrial civilization; decolonization and environmentalism of the poor; the Great Acceleration, the Anthropocene, and climate change; and the dynamic relationship between nature and culture. Region: Europe OR Asia/ Africa/Latin America, but not both.

# VIRGINIA MILITARY INSTITUTE

Appendix VII

LEXINGTON, VIRGINIA 24450-0304

OFFICE OF THE SUPERINTENDENT

Phone 540-464-7311

Fax 540-464-7660

Virginia Relay/TDD dial 711

11 January 2024

## MEMORANDUM TO THE VMI BOARD OF VISITORS THROUGH THE ACADEMIC AFFAIRS COMMITTEE

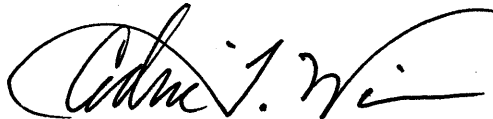
**SUBJECT:** Approval of Changes to the Faculty Handbook

### **Background**

The Board of Visitors is charged with the responsibility of approving changes in VMI regulations. The *Faculty Handbook* was last updated in April 2023. The proposed change (Enclosure (1)) to the *Faculty Handbook – April 2023* would establish a policy regarding the sponsorship of permanent residency for Teaching & Research faculty. This proposed change has been approved by the Academic Board and is submitted for the approval of the Board of Visitors. The *Faculty Handbook* with the proposed addition is renamed the *Faculty Handbook – January 2024*.

### **Recommended Motion**

“The Academic Affairs Committee has considered the proposed addition to the Faculty Handbook, which now shall be entitled the *Faculty Handbook – January 2024*. I move that the Board of Visitors approve the *Faculty Handbook – January 2024* and that it be made part of the minutes.”



Cedric T. Wins '85  
Major General, U.S. Army (Retired)  
Superintendent

## **Sponsorship of Permanent Residency**

The Academic Board proposes a change to the *Faculty Handbook* establishing a policy regarding the sponsorship of permanent residency for Teaching & Research faculty. While the Institute regularly supports requests for sponsorship, there is currently no written policy providing guidance or criteria for when such requests would be supported. The following new section entitled “Sponsorship of Permanent Residency” would be inserted into the *Faculty Handbook – April 2023* under the “PERSONNEL POLICIES” section following “Absence from Duty” starting on p. 83:

### **21. Sponsorship of Permanent Residency**

To receive VMI sponsorship of employment-based permanent residency, faculty must meet the following criteria:

- a. The faculty position must be significant and meet institutional needs as documented by the cognizant department and validated by the approval of the Dean.
- b. The faculty position must be full-time and salaried, and must comply with federal regulations, such as prevailing wage rate. This includes:
  - (1) Tenure-track positions;
  - (2) Tenured positions;
  - (3) Positions contracted for a fixed term of at least three years;
  - (4) Positions contracted for a term of indefinite or unlimited duration, of which the employee has expectations of continued employment unless there is a good cause for termination.
  - (5) Adjunct, wage, or visiting faculty members are ineligible for sponsorship.

Following at least one year of the faculty member’s employment at the Institute, the cognizant department must verify to the Dean that it wishes to retain the employee in the position, subject to the availability of funding, need for service, and satisfactory performance as documented through the Faculty Performance Review Process.

Enclosure (1)

OFFICE OF THE SUPERINTENDENT

Phone 540-464-7311

Fax 540-464-7660

Virginia Relay/TDD dial 711

11 January 2024

**MEMORANDUM TO THE VMI BOARD OF VISITORS THROUGH THE ACADEMIC AFFAIRS COMMITTEE****SUBJECT:** Approval of Recommended Entrance Rate Guidelines for Academic Salaries**Background**

The Board of Visitors is charged with the responsibility of approving entrance rate guidelines for faculty salaries at each academic rank.

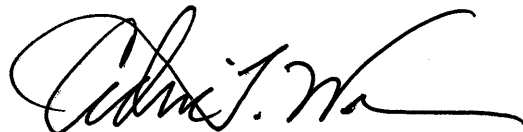
**Discussion**

The VMI Compensation Committee was formed in 1986 and charged with developing a salary plan that reflected the academic marketplace. From 1986 through 2013, the Committee developed faculty salary recommendations using a model based on an annual publication entitled *Faculty Survey by Discipline* (published by Oklahoma State University). However, after an extensive study, the Committee began developing a new faculty compensation model in 2014 using the *National Faculty Salary Survey Multi-Discipline Report* published annually by the College and University Professional Association for Human Resources (CUPA-HR) as a data source. After several iterations, a new, market-based model was finalized in 2017, which yields a target salary for each rank in each discipline according to the number of years of service within that rank and is used as a guideline for new hires and equity in compensation considerations.

The guidelines for faculty entrance salaries recommended by the Deputy Superintendent for Academics and Dean of the Faculty for the 2024-25 academic year are in Enclosure (1).

**Recommended Motion**

"The Academic Affairs Committee has considered the Recommended Entrance Rate Guidelines for Faculty Salaries for the 2024-25 academic year, dated 11 January 2024. I move that the Board of Visitors approve these Guidelines and that they be made part of the minutes."



Cedric T. Wins '85

Major General, U.S. Army (Retired)

Superintendent

# VIRGINIA MILITARY INSTITUTE

## RECOMMENDED ENTRANCE RATE GUIDELINES FOR FACULTY SALARIES FOR THE 2024-25 ACADEMIC YEAR WITH 0 YEARS IN RANK

11 January 2024

	<u>Professor</u>	<u>Associate Professor</u>	<u>Assistant Professor</u>
<b>Arts &amp; Humanities Division</b>			
English, Rhetoric & Humanistic Studies	\$91,700	\$81,200	\$71,200
History	\$96,400	\$85,100	\$73,600
Modern Languages & Cultures	\$99,100	\$87,200	\$75,400
<b>Engineering Division</b>			
Civil & Environmental Engineering	\$137,000	\$120,100	\$105,300
Electrical & Computer Engineering	\$145,700	\$128,800	\$112,200
Mechanical Engineering	\$141,700	\$122,600	\$107,100
<b>Life Sciences Division</b>			
Biology	\$94,800	\$83,200	\$71,200
Human Performance & Wellness	\$98,300	\$86,200	\$73,700
Psychology	\$99,400	\$88,300	\$77,300
<b>Natural Sciences Division</b>			
Applied Mathematics	\$109,900	\$100,000	\$94,300
Chemistry	\$100,500	\$89,300	\$80,400
Physics and Astronomy	\$105,400	\$94,700	\$87,600
<b>Information &amp; Social Sciences Division</b>			
Computer & Information Sciences	\$132,400	\$117,900	\$103,900
Economics & Business	\$143,000	\$132,000	\$120,700
International Studies & Political Science	\$111,200	\$98,900	\$91,400

Enclosure (1)

RECOMMENDED ENTRANCE RATE GUIDELINES FOR FACULTY SALARIES  
FOR THE 2024-25 ACADEMIC YEAR (Continued)  
11 January 2024

Additional Salary Per Year in Rank

	<u>Professor</u>	<u>Associate Professor</u>	<u>Assistant Professor</u>
<b>Arts &amp; Humanities Division</b>			
English, Rhetoric & Humanistic Studies	\$900	\$900	\$900
History	\$900	\$1,100	\$1,100
Modern Languages & Cultures	\$1,000	\$1,200	\$1,100
<b>Engineering Division</b>			
Civil & Environmental Engineering	\$1,800	\$1,400	\$1,400
Electrical & Computer Engineering	\$1,400	\$1,600	\$1,600
Mechanical Engineering	\$1,900	\$1,700	\$1,700
<b>Life Sciences Division</b>			
Biology	\$900	\$1,200	\$1,200
Physical Education	\$900	\$1,300	\$1,300
Psychology	\$900	\$1,000	\$1,000
<b>Natural Sciences Division</b>			
Applied Mathematics	\$1,300	\$200	\$200
Chemistry	\$1,000	\$1,000	\$800
Physics & Astronomy	\$1,300	\$400	\$400
<b>Information &amp; Social Sciences Division</b>			
Computer & Information Sciences	\$1,200	\$1,300	\$1,300
Economics & Business	\$900	\$500	\$500
International Studies & Political Science	\$1,700	\$500	\$500

# VIRGINIA MILITARY INSTITUTE

LEXINGTON, VIRGINIA 24450-0304

Appendix IX

OFFICE OF THE SUPERINTENDENT

Phone 540-464-7311

Fax 540-464-7660

Virginia Relay/TDD dial 711

11 January 2024

## MEMORANDUM

**TO:** VMI Board of Visitors

**THROUGH:** The Audit, Finance and Planning Committee

**FROM:** Major General Cedric T. Wins

**SUBJECT:** Amendment of the 2023-2024 Operating Budget

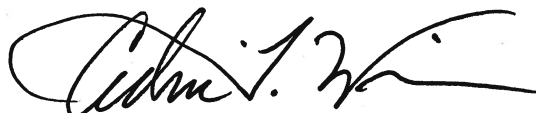
Board budget policy provides that the operating budget shall be the Institute's spending plan for the year. The proposed budget amendment results in a net revenue budget increase of \$1,933,000 or 1.7% of the total revenue budget. The net revenue increase consists of additional State General funds (\$126,000), additional E&G tuition revenues (\$1,175,000), additional Auxiliary fees (\$1,045,000), additional UMA fees (\$172,000), additional restricted support from the Keydet Club (\$600,000), and additional cadet athletic fees/revenues (\$291,000). These increases are offset by lower than planned use of reserve funds totaling \$1,476,000.

The proposed budget amendment also results in a net expenditure budget increase of \$1,933,000 or 1.7% of the total budget. The net increase consists of an E&G budget increase (\$225,000), a State Auxiliary Enterprise budget increase (\$1,045,000) primarily related to several large maintenance projects, and an Athletic budget increase (\$663,000) directly related to one-time special projects funding from the Keydet Club.

We recommend that you amend the 2023-2024 Operating Budget as described above.

### Recommended Motion:

It is moved that the VMI Board of Visitors amend VMI's 2023-2024 Operating Budget revenues and expenditures by \$1,933,000 as outlined in Attachment A.



Cedric T. Wins '85  
Major General, U. S. Army (Retired)  
Superintendent



**VMI Operating Budget--FY 2024**  
**Proposed Amendment--January 2024**

ATTACHMENT A

	Amendment					Amended Budget	% Inc(Dec)
	Budget	State Funds	Cadet Tuition/Fees	Fund Bal	Total		
<b>State Funds Revenue</b>							
<i>Educational and General</i>							
General Funds (GF)	21,730,000	126,000			126,000	21,856,000	0.6%
Cadet Tuition/Other Income	30,871,000		1,175,000	(1,076,000)	99,000	30,970,000	0.3%
Total E&G	52,601,000	126,000	1,175,000	(1,076,000)	225,000	52,826,000	0.4%
<i>Unique Military Activities</i>							
General Funds	5,860,000				-	5,860,000	0.0%
Cadet Fees/Other Income	4,774,000		172,000	(172,000)	-	4,774,000	0.0%
Total UMA	10,634,000	-	172,000	(172,000)	-	10,634,000	0.0%
<i>Auxiliary Enterprises</i>							
Cadet Fees/Other Income	22,248,000		1,045,000		1,045,000	23,293,000	4.7%
Auxiliary Fund Balance	1,746,000				-	1,746,000	
Total Auxiliary	23,994,000		1,045,000	-	1,045,000	25,039,000	4.4%
<i>Cadet Financial Assistance</i>							
General Funds	1,418,000				-	1,418,000	0.0%
Cadet Tuition/Fees	2,300,000		-		-	2,300,000	0.0%
Total Cadet Financial Assist	3,718,000	-	-		-	3,718,000	0.0%
Total State Funds Revenue	90,947,000	126,000	2,392,000	(1,248,000)	1,270,000	92,217,000	1.4%
<b>Local Funds Revenue</b>							
Restricted Funds	29,201,000		600,000		600,000	29,801,000	2.1%
Unrestricted Funds	13,288,000		291,000	(245,000)	46,000	13,334,000	0.3%
Total Local Funds Revenue	42,489,000		891,000	(245,000)	646,000	43,135,000	1.5%
Total All Funds	133,436,000	126,000	3,283,000	(1,493,000)	1,916,000	135,352,000	1.4%
Less: Cadet Financial Assist	(18,919,000)	-	-		-	(18,919,000)	0.0%
Total Revenue	<b>114,517,000</b>	<b>126,000</b>	<b>3,283,000</b>	<b>(1,493,000)</b>	<b>1,916,000</b>	<b>116,433,000</b>	<b>1.7%</b>



	Amendment					Amended Budget	% Inc(Dec)
	Budget	State Funds	Cadet Tuition/Fees	Fund Bal	Total		
<b>State Funds Expenditures</b>							
Educational and General	52,601,000	126,000	1,175,000	(1,076,000)	225,000	52,826,000	0.4%
Unique Military Activities	10,634,000	-	172,000	(172,000)	-	10,634,000	0.0%
Auxiliary Enterprises	23,994,000		1,045,000	-	1,045,000	25,039,000	4.4%
Cadet Financial Assistance	3,718,000		-		-	3,718,000	0.0%
Total State Funds Expenditures	90,947,000	126,000	2,392,000	(1,248,000)	1,270,000	92,217,000	1.4%
<b>Local Funds Expenditures</b>							
Educational and General	17,193,000				-	17,193,000	0.0%
Auxiliary Enterprises	10,095,000		891,000	(245,000)	646,000	10,741,000	6.4%
Cadet Financial Assistance	15,201,000				-	15,201,000	0.0%
Total Local Funds Expenditures	42,489,000	-	891,000	(245,000)	646,000	43,135,000	1.5%
Total All Funds	133,436,000	126,000	3,283,000	(1,493,000)	1,916,000	135,352,000	1.4%
Less: Cadet Financial Assist	(18,919,000)	-	-		-	(18,919,000)	0.0%
Total Expenditures	<b>114,517,000</b>	<b>126,000</b>	<b>3,283,000</b>	<b>(1,493,000)</b>	<b>1,916,000</b>	<b>116,433,000</b>	<b>1.7%</b>

**Notes:**

1. The "State Funds" amendment is an increase of \$126,000 and reflects higher than budgeted State central appropriations for the State share of salaries, benefits, and other E&G costs.
2. The "Cadet Tuition/Fees" amendment reflects increased revenue from greater enrollment than budgeted.
3. The Fund Balance amendment reflects lower than budgeted use of reserve funds made possible due to the increased revenues from larger enrollment.



*The Board of Visitors hereby confers upon*

*G. Gilmer Minor III '63*

*the*

*New Market Medal*

**In recognition of those same virtues of Duty, Honor, Devotion and Leadership which carried forward the VMI Corps of Cadets at the Battle of New Market on May 15, 1864.**

**For a nationally renowned lifelong professional career with Owens & Minor resulting in a transformative evolution from a small regional healthcare supply business to a Fortune 300 national healthcare supply chain leader; For generosity in service to the Commonwealth of Virginia in many civic, educational, professional and charitable organizations including Chair of the State Council of Higher Education for Virginia, Chair of the Virginia Business Higher Education Council, the Governor's Commission on Higher Education Reform, and designated as an Outstanding Virginian by the Virginia Senate and House of Delegates; For his absolute love and dedication to VMI serving on the VMI Keydet Club Board of Governors (1984-1987), the VMI Foundation Board of Trustees (1993-2000) and as its President, the VMI Board of Visitors (2000-2008); For the establishment of the Charlotte and Gil Minor 1963 Women's Soccer Scholarship and the Charlotte and Gil Minor III 1963 Endowment; For high levels of love and passion for VMI Baseball; For steady and visionary leadership in support of the Peay Endowment, Vision 2039, focus on specialty Communications and Marketing efforts, VMI Rugby, and the VMI Theater; For his tireless devotion to his alma mater; and, For a life of dedicated service as one that emulated the ageless values of VMI.**

# VIRGINIA MILITARY INSTITUTE

LEXINGTON, VIRGINIA

## Board of Visitors Tally Sheet

DATE: JAN 27, 2024

MOTION: CERTIFICATION OF CLOSED SESSION

	YES	NO	PRESENT	NOT VOTING
Adams, John	✓			
Edgar, Ernie	✓			
Fain, Hugh	✓			
Garcia, Conrad	✓			
<del>Gottwald, Teddy</del>				
Inman, Jamie	✓			
Johnson, Lester	✓			
Joustra, Jim	✓			
Lord, Gussie	✓			
Marsh, Scot	✓			
McKnight, Terry	✓			
Mobbs, Meaghan	✓			
Phillips, Nancy	✓			
Todd, Kate	✓			
William, Damon	✓			
Watjen, Tom	✓			

*Bill Wyatt*  
Recorded by





*Board of Visitors*  
*Virginia Military Institute*  
*Resolution*

**RESOLVED**, That the Board of Visitors of the Virginia Military Institute and the VMI Superintendent express their deepest gratitude to Senator Thomas K. Norment, Jr. '68 for 30 years of devoted service to the Commonwealth of Virginia in the Virginia Senate.

Senator Norment graduated from the Institute in 1968 with a baccalaureate degree in English. He attended law school at The College of William and Mary, graduating with a Juris Doctorate in 1973. Following service in local government on the James City County Board of Supervisors, Senator Norment began his service in the Virginia Senate in 1992.

During his distinguished and lengthy tenure, Senator Norment served as both the Majority Leader and Minority Leader, co-chair of the Senate Finance Committee and chair of its Education and Capital Outlay subcommittees, and chair of the Senate Courts of Justice Committee.

A stalwart advocate for higher education in the General Assembly, Senator Norment patroned countless budget amendments on behalf of his alma mater. Those amendments were instrumental in enhancing the operations of the Institute to include additional faculty and staff positions, compensation increases, academic program enhancements, academic support positions, and additional funding for the unique military activities programs.

During Senator Norment's tenure, VMI embarked upon a significant capital improvement plan funded largely with state funds appropriated by the General Assembly. This capital plan included such notable projects as Third Barracks Construction/ Old and New Barracks Renovation, the Military and Leadership Field Training Grounds construction, Maury-Brooke Hall renovation, Scott Shipp Hall renovation, and construction of the Corps Physical Training Facility and Aquatic Center.

With an expertise in building consensus among members of the General Assembly, Senator Norment used his considerable influence, on several occasions, to safeguard the enduring mission of the Institute while also assisting VMI's leaders in development and implementation of strategy to obtain the best of outcomes for the Institute.

Notable recognition from VMI includes being honored with the VMI Foundation's highest honor the Distinguished Service Award in 2007 for his exemplary dedication to the Institute and its mission. He was also honored as the graduation speaker for the Class of 2012 and rewarded with a standing ovation when he declared in his entertaining speech, "I am one of you".

Senator Norment welcomed cadets visiting the General Assembly at every opportunity and encouraged them in their cadetship and their commitment to commissioning and public service. It was a highlight for cadets to have an opportunity to interact with him and hear his frank and practical advice and perspectives.

**THEREFORE, Be It Further Resolved** that recognition of Senator Norment's service to the Institute be perpetuated through the naming of a meeting room as the Thomas K. Norment '68 Room within the planned Moody Hall renovation.