

# VIRGINIA MILITARY INSTITUTE

LEXINGTON, VIRGINIA 24450-0304

Board of Visitors  
**DRAFT** Meeting Minutes  
May 3 – 4, 2024

A meeting of the VMI Board of Visitors was held in Lexington, Virginia beginning on May 3, 2024, pursuant to public notice.

## **Board of Visitors members present:**

John Adams '96

Ernest Edgar '87

Hugh Fain '80

Conrad Garcia

Thomas Gottwald '83

James Inman '86

Lester Johnson '95

James Joustra '76

Gussie Lord '01

Scot Marsh '81

Terence McKnight '78

Meaghan Mobbs

Nancy Phillips

Kate Todd

Thomas Watjen '76

Damon Williams '90

## **Friday, May 3, 2024**

1. Tom Watjen presided and called the meeting to order at 8:02 a.m. Also present were Maj. Gen. Cedric Wins '85, VMI superintendent, and 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 gathered. He acknowledged the VMI and the Alumni Agencies staff who were present and thanked them for their support of the Institute.
3. Maj. Gen. Cedric Wins '85, VMI superintendent, provided an update on several events and topics since the board last met.

Wins gave an overview of the spring highlights which included the Class of 2027's breakout, a legislative reception in Richmond, midwinter formal, Inclusive Excellence training, Honors Week, spring furlough, a visit from the governor, and the annual retirement parade. The superintendent also told the board about a new partnership with the Army Research Lab, Navy ROTC's numbers compared to other schools, and a new summer entrepreneurship program for cadets. The Institute has hosted numerous reunion classes on post to celebrate significant milestones. The Chaplain's office has a new facility dog, cadets performed countless hours of community service during Spring FTX, and VMI hosted the Virginia Museum of Fine Arts "Artmobile."



Wins provided an update on several key position searches. He said the Institute is well into the process for filling those two positions. A search firm that specializes in NCAA recruiting was used for the vacant athletic director position. 17 individuals applied for the athletic director position. Three individuals have been identified as finalists and will visit post over the next few weeks.

The superintendent told the board 17 individuals applied to be the next commandant. It was determined that nine of the 17 were qualified for online interviews. The superintendent is reviewing five finalists to determine which ones should be invited for on-post interviews.

The search for a director of communications and marketing is ongoing and is important as the Institute rolls out its new strategic plan. Mr. Gottwald asked if any of the applicants were alumni. Staff said no alumni have applied for the position.

Lt. Col. Shannon Eskam, interim superintendent for Strategic Enrollment Management and director of Financial Aid, briefed the board on current financial aid and admissions efforts. She discussed the challenges with the FAFSA process this year. She also gave an update on Call to Duty scholarships. 288 individuals have applied for the scholarships and 99 have been awarded.

Lt. Col. Joe Hagy, director of Admissions, updated the board on the future class of 2028. Compared to the previous year, he said inquiries are up 32%, applications submitted have increased 72%, and deposits are up 10%. The average high school GPA for appointed students is 3.76. The percentage of appointed students who have taken calculus in high school increased by 10% over last year. He also told the board the Institute has a waitlist of 236 applicants.

Brig. Gen. Robert Moreschi, deputy superintendent for academics and dean of the faculty, provided an academics update. He first gave a brief update on the status of requiring standardized testing as part of the VMI application for admission. He told the board VMI is preparing for a number of reaccreditation including its 10-year review from SACSCOC as well as reviews from ABET and AACSB. New programs being developed or executed for the first time include a summer entrepreneurship program, a 4+1 master's degree program with George Mason University, and academic support services for at-risk students.

Col. Adrian Bogart '81, commandant, briefed the board on co-curricular activities during the 2024-25. He said all activities are conducted in a professional manner and have a clear purpose. Cadets spent 53% of their time on cadet leader development, 23% on skills training (EMT, range safety officer, CPTF assistant, etc.), 19% on rat line activities, 5% on physical fitness. He also gave the board a recap on the staff ride conducted with the 4<sup>th</sup> class cadets at New Market. The staff ride was intended to teach cadets about battlefield management in the context of the 1864 Valley Campaign and the Battle of New Market.



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

4. Maj. Gen. Wins updated the board on the strategic plan adopted in Nov. 2023. The superintendent shared five examples of actions and metrics that are being developed by staff. There are 76 draft actions and 158 draft metrics under consideration that will be narrowed down before finalization.

A copy of the associated briefing slides are included in **Appendix I**.

5. Maj. Gen. Wins delivered to the board a decision brief on the 2024-2025 budget and tuition and fees. On behalf of the VMI administration, he recommended a 2.9% increase in tuition and fees to cover \$4.5 million budget increase. The increased costs are due in large part to state-approved salary increases, medical insurance increases, and inflationary increases to regular expenses.

A copy of the associated briefing slides are included in **Appendix I**.

6. The board recessed at 10:50 a.m.

A recording of the May 3, 2024, superintendent's agenda items session is available at <https://www.youtube.com/live/ThbaQFiN-Q0?si=IQh0MFkgGgqYYg57>

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*At the conclusion of the superintendent's agenda items, the board transitioned to committee meetings. Following the afternoon committee meetings, the board reconvened on May 4, 2024, to address additional agenda items.*

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Saturday, May 4, 2024

7. Tom Watjen called the meeting to order at 8:03 a.m. and provided introductory remarks.
8. A motion was made by Mr. Fain and seconded by Mr. Adams to approve the minutes of the Jan. 27 – 29, 2024, board meeting. The motion passed unanimously.

A motion was made by Mr. Adams and seconded by Mr. Fain to approve congratulatory resolutions for retiring faculty members and resolutions recognizing the service of board members Scot Marsh '81 and Lt. Gen. (ret.) Charles Dominy (posthumously). The motion passed unanimously.



A copy of the resolutions will be appended to the archived minutes as **Appendix II**.

9. Mr. Watjen then opened the meeting for public comment. One individual, Bob Morris, was signed up to speak to the board. Mr. Morris was represented by Nancy Harvey. Ms. Harvey said she was representing 13 alumni who were requesting a three-minute moment of silence for the passing of Peter McCrary '56. Watjen recognized all those brother rats who have passed away including USMC Capt. Jack Casey '19 who was killed recently in a helicopter crash during training exercises. A moment of silence was observed.

The floor was opened for others to speak, however, there were no other volunteers.

10. The board president then welcomed the Corps leadership. Regimental Commander Mark Shelton '24 gave the board an update on his responsibilities over the past year. He introduced his successor Cadet Brian Pritchard '25 of Thornton, CO. First Class President Cole Cathcart '24 told the board the Corps is working hard among the chaos in the world. His successor, Cadet Noah Chapman '25, was unable to attend. Cadet Warner Collier, the 2023-2024 Honor Court president, shared the accomplishments of the court and introduced his successor, Cadet Elijah Alberti '25.

11. David Prasnicky, chief executive officer of the VMI Alumni Agencies, briefed the board on the agencies' activity. He told the board overall commitments to the VMI Foundation and Keydet Club is \$18 million for the year. The number of donors is up 7% and alumni donors are up 13%.

A copy of Mr. Prasnicky's briefing slides will be appended to the archived minutes as **Appendix III**.

12. Gussie Lord '01, chair of the Academic Affairs Committee, reported on the committee's meeting from the day before.
  - a. A motion was made by Mrs. Lord and seconded by Mr. Adams to approve the changes in the faculty list dated April 12, 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 Mrs. Lord and seconded by Mr. Gottwald to approve the April 12, 2024, list of May 2024 graduates and provide the Deputy Superintendent for Academics and Dean of the Faculty the authority to delete the names of cadets who do not meet the requirement for graduation and to add the names of graduates who may fulfill the requirements for graduation. 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 Mrs. Lord and seconded by Mr. Fain to approve proposals approved for funding by the Jackson-Hope Board of Overseers at its April 9, 2024,



meeting. The motion passed unanimously. These proposals will be filed with the minutes of this meeting as **Appendix VI**.

- d. A motion was made by Mrs. Lord and seconded by Mr. Adams to approve the proposed changes to the Faculty Handbook, which shall now be titled "Faculty Handbook – May 2024." The motion passed unanimously. These changes will be filed with the minutes of this meeting as **Appendix VII**.
- e. A motion was made by Mrs. Lord and seconded by Mr. Fain to approve the recommended curricular changes dated April 12, 2024. The motion passed unanimously. These changes will be filed with the minutes of this meeting as **Appendix VIII**.

13. Damon Williams '90 provided an update on Athletics Committee activity. He told the board about staff changes in the Athletics program including the addition of a staff member to solicit corporate sponsorships. He said cadets have had success on and off the field this semester. The committee discussed new Virginia laws pertaining to name, image, and likeness. They also discussed the impact of the transfer portal on VMI athletics. The committee also spent time discussing the Athletics budget including discussions of revenues and cost control measures.

14. Teddy Gottwald '83 gave the board an update on several Audit, Finance, and Planning Committee meetings that had occurred since the last full board meeting.

- a. A motion was made by Mr. Gottwald and seconded by Mr. Marsh to a resolution requesting the Virginia Department of Transportation to assume maintenance responsibilities of Saunders Drive. The motion passed unanimously. The resolution and map will be filed with the minutes of this meeting as **Appendix IX**.
- b. A motion was made by Mr. Gottwald and seconded by Mr. Marsh to approve the fiscal year 2025 VMI Operating Budget of \$119.04 million which includes an increase in tuition and fees of 2.9% for both in-state and out-of-state cadets. The motion passed unanimously. A memo detailing the adopted operating budget and tuition and fee increase will be filed with the minutes of this meeting as **Appendix X**.

There was some discussion about the budget. Mr. Gottwald raised concerned about the reliance on using reserve funds to balance the budget but was satisfied that the administration was working hard to contain costs. He also raised concern about the deficit in the Athletic budget. Gottwald said the board raised concerns about the athletic budget last year and yet the athletic budget continues to run a projected deficit for next year.



15. Scot Marsh '81 briefed the board on the Cadet and Military Affairs Committee. Marsh told the board the Army professor of military science and the Navy professor of naval science are both retiring and will be replaced over the summer. Marsh gave updates on each of the ROTC programs. He said all ROTC units continue to reap recruiting benefits due to the Call to Duty Scholarship program. Marsh said the commandant briefed the committee on the cadet leadership program.
16. Lester Johnson '95 updated the board on the Inclusive Excellence Committee meeting. The committee heard from a cadet about his experiences as an Inclusive Excellence training facilitator. Johnson mentioned the first-class training which included former undersecretary of the Army, Steffanie Easter. Employee training focused on generations in the workplace. He also discussed challenges with the post-training evaluation response rates. The committee also received a briefing from Tricia Fry, director of the Cadet Counseling Center.
17. John Adams '96 provided a brief on the Appeals Committee discussions. He said the committee met the 2024-2025 leaders of the Honor Court. The Honor Court reported there were 8 drumouts during the current academic year. The Court also mentioned they will focus next year on training the first-class dykes to train their rats on matters of honor. They will also focus on strengthening the system of Honor Court liaisons for every athletic team. Adams also said there was a discussion of artificial intelligence and the challenge it poses to the Honor System.
18. Hugh Fain '80 told the board about the External Relations Committee. The committee discussed the recent General Assembly session and other government relations issues. They received an update on the VMI Museum System. The museum is focusing on cadet engagement. The committee also received an update on communications and marketing efforts. Fain said a public perception survey is being wrapped up. Additionally, the Alumni Agencies are running a billboard campaign.
  - a. A motion was made by Mr. Fain and seconded by Mr. Gottwald to create a committee to consider awarding the Jonathan Myrick Daniels '61 Award. The motion passed unanimously. A copy of the award guidelines will be filed with these minutes as **Appendix XI**.
19. Conrad Garcia briefed the board on discussions from the Nominating and Governance Committee. He said the committee discussed the possibility of recommending a new committee to coordinate between the Alumni Agencies and the Board of Visitors. They also discussed the idea of expanding the responsibility of the Inclusive Excellence committee beyond just diversity issues. No recommendations were brought forward but it was agreed more discussions to come.
  - a. A motion was made by Mr. Garcia and seconded by Mrs. Lord to adopt the proposed bylaw changes distributed to board members prior to the meeting. The motion



passed unanimously, and the bylaw changes are adopted. The bylaw changes will be filed with the minutes of this meeting as **Appendix XII**.

20. **Entered Closed Session.** A motion was made by Mr. Edgar and seconded by Mr. Adams to enter closed session. The motion passed unanimously, and the board entered closed session at 10:32 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 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.
- c. 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.
- 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) (8).

21. **Return to Open Session.** The board returned to open session at 3:37 p.m. A motion was made by Mr. Watjen and seconded by Mr. Fain to certify that only the topics specified in the closed session motion were discussed during the closed session. A roll call vote was taken, and the closed session was certified. The board took a short recess.

22. Nominating and Governance Committee recommended the following slate of board officers for the 2024-2025 academic year:

- a. President: John Adams '96
- b. Vice President: Tom Watjen '76
- c. Vice President: Teddy Gottwald '83
- d. Vice President: Damon Williams '90
- e. Secretary: Col. Bill Wyatt, Executive Officer to the Superintendent

A motion was made by Mr. Garcia and seconded by Mr. Edgar to accept the recommended slate of officers to be effective July 1, 2024. The motion passed on a voice vote.



A motion was made by Mr. Garcia and seconded by Mr. Fain to elect Mrs. Kate Todd as the non-alumni member of the Executive Committee. The motion passed unanimously.

23. A motion was made by Mr. Fain and seconded by Mr. Marsh to adopt the changes to the superintendent's compensation as discussed in closed session (3% salary increase and \$60,000 performance bonus). The motion passed unanimously.

24. The board adjourned at 3:41 p.m.

Col. Bill Wyatt  
Executive Officer to the Superintendent







# Superintendent's Update

VMI Board of Visitors

May 3, 2024

Maj. Gen. Cedric T. Wins '85  
Superintendent



# Spring Highlights

Breakout



Legislative Reception



Midwinter Formal



Inclusive Excellence



Honors Week



Spring Furlough



Governor's Visit



Retirement Parade





# Spring Highlights

Partnerships



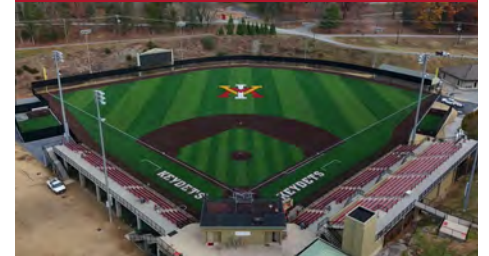
Navy ROTC



Summer Entrepreneurship



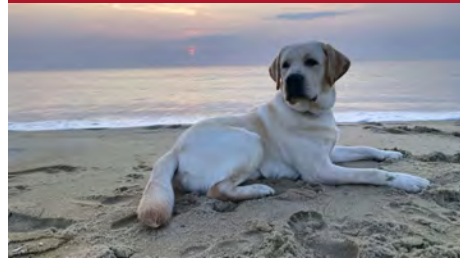
Lamore Field



Alumni Visits / Reunions



New Chaplain staff... CAVU



Spring FTX



VMFA Artmobile





# Key Position Update

## Director of Athletics

- Search firm engaged
- Healthy applicant pool of well-qualified candidates
- Initial interviews conducted
- Currently scheduling on-post interviews
- Successful candidate under contract by end of May / early June

## Commandant

- Strong applicant pool of well-qualified candidates
- Initial interviews conducted
- Search committee finalist recommendations received
- On-post interviews late May
- Under contract by end of June
- BOV approval in September

## Dir. of Comm. & Marketing

- Initial review of candidates completed
- Currently scheduling initial interviews
- On-post interviews late May
- Under contract early June



# Strategic Enrollment Management

May 3, 2024

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

# Enrollment Management Updates

## Financial Aid

- Title IV Reauthorization was approved; expires in 2029
- Work continues on getting financial aid offers out

## Admissions

- Coordination with Financial Aid to help seat the class
- Continual work on fully integrating the CRM

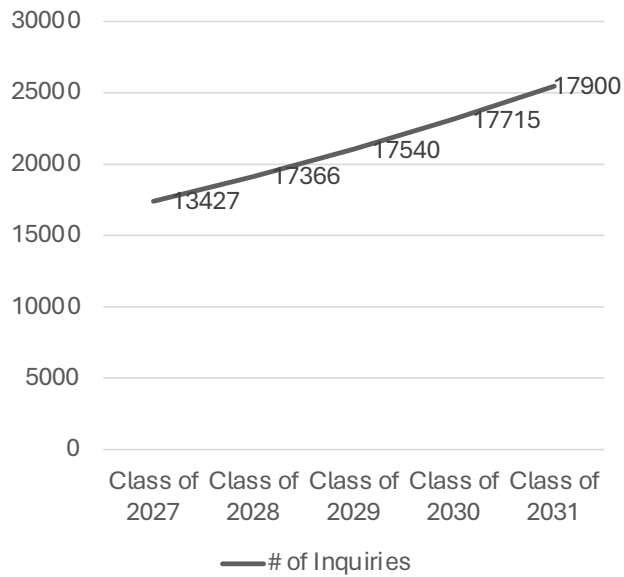
## Across Post

- SCHEV Pell Grant Initiative (PIV) report submitted
- Coordinating what is sent to incoming rats across Post
- Coordination on retention initiatives
- Evaluating retention software
- STP Scholarships
- Matriculation right around the corner

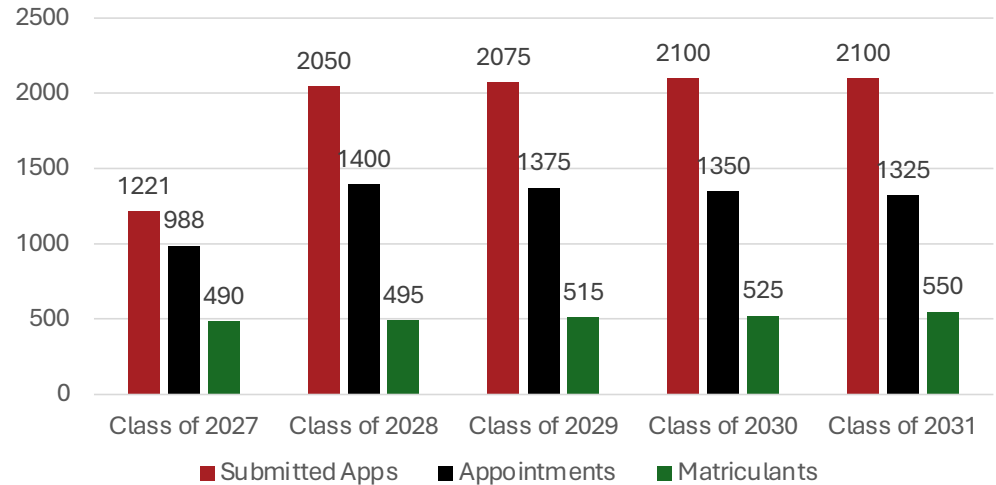


# RAT Mass Projection 2028-2031

Inquiries



Five (5) Year Projection



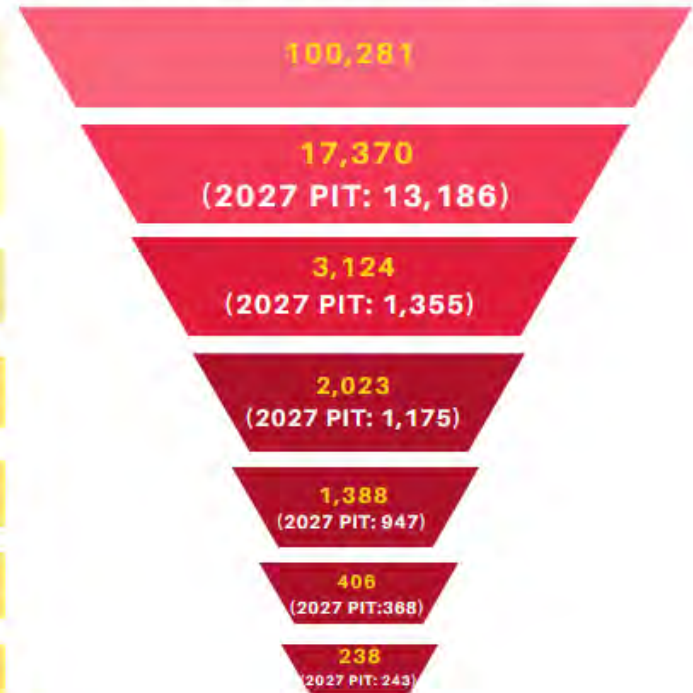


## Class of 2028 (26 APR 2024)



### 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% VMI App: 961 Common App: 2325 (Both: 162) VA: 38% Non-VA: 57% Unk: 5%
<b>Applications Submitted</b> VMI App: 463 Common App: 1560 M: 78% F: 22% VA: 40% Non-VA: 60%
<b>Conditional Appointments</b> (14 files ready to be reviewed) M: 79% F: 21% VA: 43% Non-VA: 57%
<b>Deposits</b> M: 83% F: 17% Early: 44% Reg: 56% VA: 61% Non-VA: 39%
<b>Full Reservations</b> M: 86% F: 14% Early: 56% Reg: 44% VA: 65% Non-VA: 35%



26 APR 2024





## Appointed Student Profile

**Avg HSGPA FTF: 3.76**  
**Avg Academic GPA FTF:**  
**3.43**

**Avg VMI Ranking**  
**(Holistic Review):**  
**29.2/46**

**Avg Class Rank: Top 31%**  
**(48% of schools**  
**reporting)**

**Avg SAT: 1185 (4%**  
**reporting)**  
**Avg ACT: 26.3 (3%**  
**reporting)**

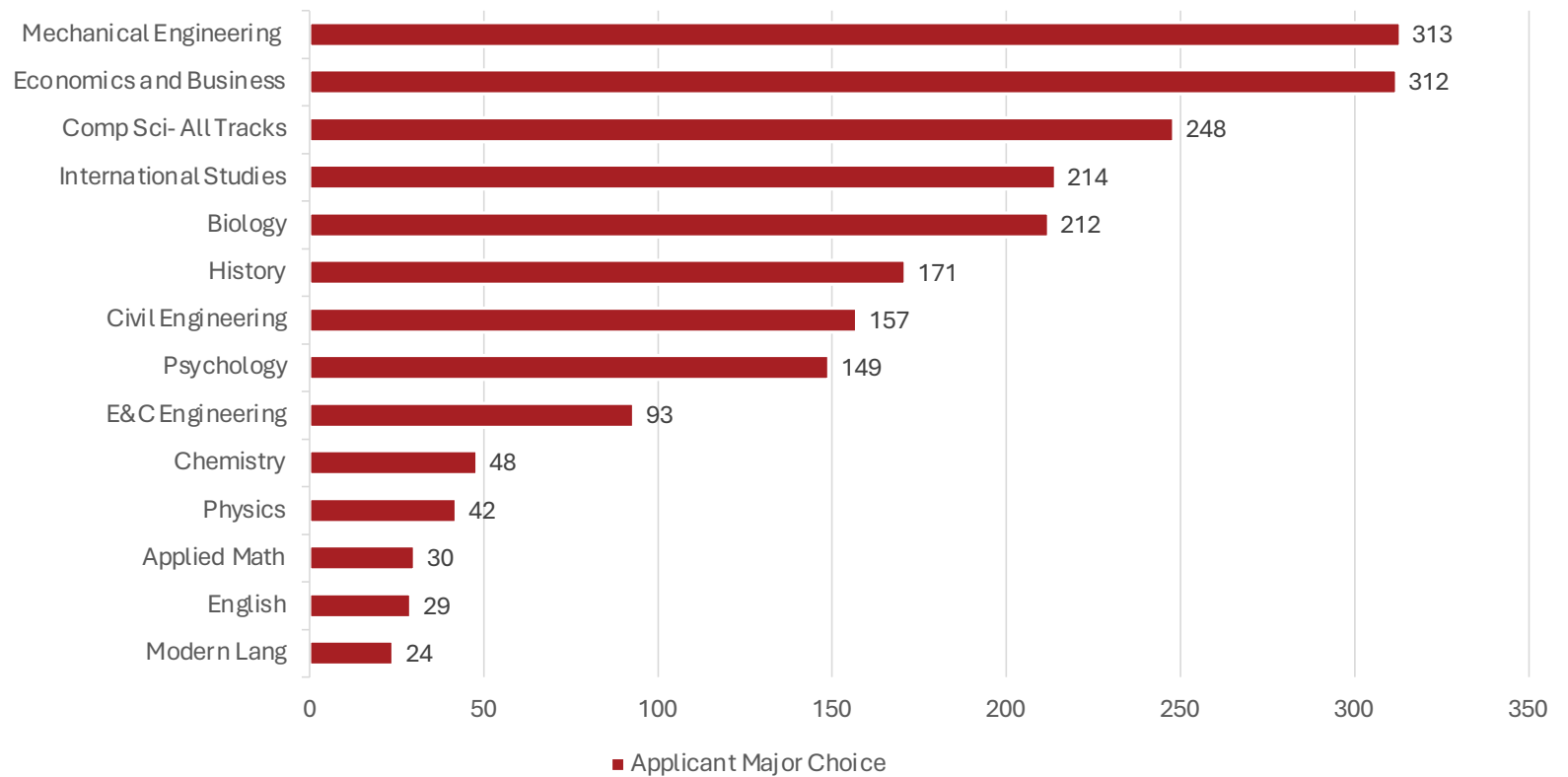
**Liberal Arts: 44%**  
**Engineering: 30%**  
**ST(-E)M: 26%**

**% Overall w/Calculus:**  
**31% (last year 21%)**  
**% STEM w/Calculus:**  
**39% (last year 29%)**



# 2028 Applications by Major

19 APR 2024





## **Cancellation Data (26 APR 2024)**

### **Cancel Before Deposit: 136**

- Attending one of the Federal Service Academies/prep schools
- Attending another SMC (VT, Citadel, Texas A&M)
- Want ROTC, but not a full-time military school experience
- More competitive scholarship/FA offers at other schools
- Enlisting
- Athlete attending another school
- Financial reasons/tuition too expensive
- Desired major not offered

### **Cancel After Deposit: 5 (not reflected in deposit #)**

- Appointment to another SMC (paid multiple deposits and requested refund)
- Appointment to Federal Service Academy
- Enlisting

### **Cancel After Reservation: 3 (not reflected in deposit #)**

- Enlisting and couldn't start classes until late fall; will reapply next year
- Appointment to Federal Service Academy



## Appointed Student Survey Results As of 24 APR

### Application

- 51% applied to 7+ schools
- 22% applied to 10+ schools
- 34% were admitted to 7+ schools
- 12% were admitted to 10+ schools
- 61% have visited post
- 75% stated they submitted their FAFSA
  - Of those that haven't, 61% stated they plan to submit the FAFSA
  - 85% stated they planned to submit the FAFSA within 2 weeks of completing the survey

### Acceptance/Likelihood to Enroll

- 30% rank VMI as their 1<sup>st</sup> choice among schools accepted to
- 50% rank VMI in their top 3 choices
- 24% only considering military colleges
- 49% looking at mix of military colleges and traditional colleges/universities
- 32% plan to enroll at VMI
- 49% "still thinking"
- 19% will not attend
- Scale 1-5... Factors influencing enrollment decision:
  - ROTC programs: 4.38/5
  - Military lifestyle: 4.17/5
  - Academic reputation: 4.25/5
  - Major options: 4.1/5
  - Cost to attend/FA: 4.07/5
- 47% state cost to attend VMI is the primary factor in their enrollment decision

### Barriers

- 17% would not have applied if assessed an application fee; 19% were unsure
  - Potential loss of 349-748 applications
- 17% would not have applied if VMI wasn't on Common App; 14% were unsure
  - Potential loss of 349-636 applications



## Appointed Student Microsite

The screenshot shows a web browser displaying the 'Academic Planner' page. The browser address bar shows the URL: <https://vmi-7430vmzssb451lab451lab/instr/instr/academic-planner>. The page features a header image of cadets in uniform with the text 'See What You'll Be Taking' and 'Look up your academic program for sample course schedules.' Below the header is a navigation menu with options: NEXT STEPS, ACADEMIC PLANNER (highlighted), CAREER CONNECTOR, LOCATION EXPLORER, and CADET LIFE. A user profile icon for 'Deposit S.' is visible. The main content area is titled 'YOUR CURRENT MAJOR' and shows 'Applied Mathematics' with a dropdown arrow. Below this, there are four columns representing the academic years: FRESHMAN YEAR, SOPHOMORE YEAR, JUNIOR YEAR, and SENIOR YEAR. Each column lists courses for the Fall semester.

YOUR CURRENT MAJOR
Applied Mathematics

FRESHMAN YEAR	SOPHOMORE YEAR	JUNIOR YEAR	SENIOR YEAR
<b>Fall</b> MA 201 - 3 Credits Matrix Algebra MA 221 - 3 Credits Calculus & Analytic Geometry I PY 200 - 4 Credits Physics w/ Lab WR 101 - 3 Credits Writing and Rhetoric I WH 100 - 3 Credits World History I	<b>Fall</b> MA 225 - 4 Credits Calculus With Analytic Geometry II MA 320 - 3 Credits Matlab Programming MA 321 - 3 Credits Elementary Differential Equations ELEC 200 - 4 Credits Science Elective (Biology)	<b>Fall</b> MA 300 - 3 Credits Elementary Linear Algebra MA 420 - 3 Credits Probability and Statistics MA 400 - 3 Credits Mathematics Elective ELEC 100 - 3 Credits Free Elective ELEC 100 - 3 Credits Free Elective	<b>Fall</b> MA 420 - 3 Credits Numerical Analysis MA 400 - 3 Credits Research Practicum in Applied Mathematics MA 400 - 3 Credits Mathematics Elective ELEC 300 - 3 Credits Free Elective ELEC 300 - 3 Credits



## Wait List Data & Yield Projections As of 26 APR 2024

### Waitlist Data:

- 236 on waitlist
- 140/178 respondents to our waitlist survey have asked to remain on waitlist.
  - For many, VMI is their #1 choice.
- (Soft) survey deadline was 1 APR 2024

### Appointments:

1388  
34%= 472  
35%= 486  
36%= 499  
37%= 513  
38%= 527  
39%= 541  
40%= 555

1425  
34%= 485  
35%= 499  
36%= 513  
37%= 527  
38%= 541  
39%= 555  
40%= 571

Range: 499-527

\*\*\*3-year average of 56 PTR/RE (deposits on WAM) after 1 MAY.



## Financial Aid Updates

### FAFSA Simplification Updates - 2024/2025

- FAFSA is improving but still facing complications
  - Reprocessed FAFSAs, IRS Tax Data formulaic errors
- Nationally, FAFSA filing rates are down 36% (VA is down 30% PIT - as of 4/12/24)
  - 23/24, VMI had 3,267 total FAFSA applications (includes duplicates)
  - As of 5/1/24, VMI has 2,225 total FAFSA applications (includes duplicates)
    - Returning members of the Corps historically wait later to complete the FAFSA

### VMI Financial Aid Timeline

- Began sending out financial aid offers in March
  - Earlier than the majority of institutions
  - Developed a 3-wave approach:
    - 1<sup>st</sup> wave: completion of incoming Rat class with no FAFSA errors
    - 2<sup>nd</sup> wave: completion of incoming Rat class that have been reprocessed
    - 3<sup>rd</sup> wave: will work to complete the incoming Rat class with IRS complications (early May)
      - Began awarding returning Corps in small groups throughout the above
- As soon as FAFSAs were released to schools VMI began sending information to students on items missing, issues, etc. through customized email correspondence



# Financial Aid Updates

## FAFSA Import Tracking

	Linked	Unlinked	# Rejected	% Rejected	# w/SAR C	% w/SAR C	Total Imported
3/22/2024	273	138	71	26%	4	1%	411
3/26/2024	396	345	79	20%	12	3%	741
3/28/2024	86	67	7	8%	3	3%	153
4/1/2024	8	1	2	25%	0	0%	9
4/3/2024	11	4	5	45%	0	0%	15
4/4/2024	15	5	7	47%	0	0%	20
4/5/2024	2	3	1	50%	0	0%	5
4/9/2024	4	2	1	25%	0	0%	6
4/10/2024	8	10	1	13%	0	0%	18
4/12/2024	16	6	2	13%		0%	22
4/15/2024	26	16	1	4%	1	4%	42
4/17/2024	65	39	1	2%	1	2%	104
4/18/2024	40	20	5	13%	1	3%	60
4/19/2024	27	16	2	7%	1	4%	43
4/23/2024	63	25	1	2%	3	5%	88
4/24/2024	172	59	1	1%	3	2%	231
4/26/2024	18	12	3	17%	2	11%	30
4/29/2024	21	17	3	10%	1	5%	38
4/30/2024	103	39	6	6%	1	1%	142
5/1/2024	33	14	1	3%	0	0%	47
	<b>1387</b>	<b>838</b>	<b>199</b>	<b>14%</b>	<b>33</b>	<b>2%</b>	<b>2225</b>





## Call to Duty Updates

Total Applications

288

Total Awarded

99

3-YR ARMY: 41  
4-YR ARMY: 21  
4-YR NAVY: 32  
4-YR AIR FORCE: 5

In-State: 32  
Out-of-State: 67

Male: 79  
Female: 20

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	38
February 2024	69
March 2024	50
May and on	37
Total Applications	288



# Academics Update

May 3, 2024

Brig. Gen. Robert Moreschi  
Deputy Superintendent  
Dean of the Faculty



# Selected AY23-24 Activities

- SACSCOC Accreditation Submissions and Reviews
  - 2025 Submission to seek reaffirmation
  - 2026 Review
  - 2027 Certification
- Preparing Fall 2024 ABET and AACSB accreditation reviews
- Review of academic standards
- Implemented track options in the Computer and Information Sciences curriculum (Theory, Cyber, IT)
- Fully staffed Miller Academic Center and Registrar
- Implemented new curriculum for non-commissioning cadets' leadership lab
- Developing additional academic support services for at-risk students
- Innovation Programming: Summer Undergraduate Entrepreneurship Program
- Constitution Event: The Past and Future of Affirmative Action, 4 April
- Undergraduate Research Symposium: 3 April, 75+ cadet presentations
- Articulation Agreement with DEVCOM/Army Research Lab



## Selected AY23-24 Activities, cont'd

- Build-out of CIS cadet research project lab – 3<sup>rd</sup> floor Preston Library
- Developing 4+1 master's degree programs with George Mason University
- New Faculty onboarding – success in a military environment
- Review of academic advising for best practices
- Peay Academic Excellence build-out
- Women's Faculty Working Group
- Faculty Advisory Council
- Olmsted Foundation Trip – Vietnam, 8 cadets, 4 faculty/staff
- San Remo Law of Armed Conflict Symposium/Debate, 6 cadets, 1 faculty (most awards amongst 25 participating military institutions)
- Mir-Yam Institute: Trip to Poland (not Israel), 20 cadets, 2 faculty/staff
- Institute Honors: 31 Honors Presentations



# Commandant Update

May 3, 2024

Col. Adrian Bogart '81  
Commandant



# Cadet Co-Curriculum Training Model

Professional and with Purpose. Intensive Training Cycle, Commandant's intent, Cadet planned and executed, COMMSTAFF advised

Skills Training consists of Range Safety Officer, EMT, CPTF

**SKILLS**  
23%

**PHYSICAL FITNESS (NON-COMM)**  
5%

Physical Fitness Training is for non-commissioning Cadets and includes remedial PT. ROTC PT under academic time

**RAT LINE ACTIVITIES**  
19%

Rat Line Activities consists of Sweat Parties, 4, 8, 12, and 20 mile Road Marches, New Cadet Military Training, Rat Challenge, House Mountain, and the Crucible (Break-Out).

**CADET LEADER DEVELOPMENT**

**53%**  
Cadet Leader Development Training consists of Parades, Inspections, March Downs, Guard, Officer and Class Training.

**Descriptor.** After removing Sundays, and holidays, we are using a baseline of 200 days for an Academic Year, with a 12-hour day that equates to 2,400 hours of Cadet duty time (without evening study), of which 830 hours or 35% is devoted to Co-Curriculum training (Honor, Regiment, Class, NCMT, and Leader Development).

Typical Training Schedule for a Week

Week 31: Mon 15 Apr - Sun 21 Apr 2024	Month	6 Apr 24
Monday, 15 April 2024	0600-0700	0700-0800
Monday, 15 April 2024	0800-0900	0900-1000
Monday, 15 April 2024	1000-1100	1100-1200
Monday, 15 April 2024	1200-1300	1300-1400
Monday, 15 April 2024	1400-1500	1500-1600
Monday, 15 April 2024	1600-1700	1700-1800
Monday, 15 April 2024	1800-1900	1900-2000
Monday, 15 April 2024	2000-2100	2100-2200
Monday, 15 April 2024	2200-2300	2300-2400
Monday, 15 April 2024	2400-2500	2500-2600
Monday, 15 April 2024	2600-2700	2700-2800
Monday, 15 April 2024	2800-2900	2900-3000
Monday, 15 April 2024	3000-3100	3100-3200
Monday, 15 April 2024	3200-3300	3300-3400
Monday, 15 April 2024	3400-3500	3500-3600
Monday, 15 April 2024	3600-3700	3700-3800
Monday, 15 April 2024	3800-3900	3900-4000
Monday, 15 April 2024	4000-4100	4100-4200
Monday, 15 April 2024	4200-4300	4300-4400
Monday, 15 April 2024	4400-4500	4500-4600
Monday, 15 April 2024	4600-4700	4700-4800
Monday, 15 April 2024	4800-4900	4900-5000
Monday, 15 April 2024	5000-5100	5100-5200
Monday, 15 April 2024	5200-5300	5300-5400
Monday, 15 April 2024	5400-5500	5500-5600
Monday, 15 April 2024	5600-5700	5700-5800
Monday, 15 April 2024	5800-5900	5900-6000
Monday, 15 April 2024	6000-6100	6100-6200
Monday, 15 April 2024	6200-6300	6300-6400
Monday, 15 April 2024	6400-6500	6500-6600
Monday, 15 April 2024	6600-6700	6700-6800
Monday, 15 April 2024	6800-6900	6900-7000
Monday, 15 April 2024	7000-7100	7100-7200
Monday, 15 April 2024	7200-7300	7300-7400
Monday, 15 April 2024	7400-7500	7500-7600
Monday, 15 April 2024	7600-7700	7700-7800
Monday, 15 April 2024	7800-7900	7900-8000
Monday, 15 April 2024	8000-8100	8100-8200
Monday, 15 April 2024	8200-8300	8300-8400
Monday, 15 April 2024	8400-8500	8500-8600
Monday, 15 April 2024	8600-8700	8700-8800
Monday, 15 April 2024	8800-8900	8900-9000
Monday, 15 April 2024	9000-9100	9100-9200
Monday, 15 April 2024	9200-9300	9300-9400
Monday, 15 April 2024	9400-9500	9500-9600
Monday, 15 April 2024	9600-9700	9700-9800
Monday, 15 April 2024	9800-9900	9900-10000
Monday, 15 April 2024	10000-10100	10100-10200
Monday, 15 April 2024	10200-10300	10300-10400
Monday, 15 April 2024	10400-10500	10500-10600
Monday, 15 April 2024	10600-10700	10700-10800
Monday, 15 April 2024	10800-10900	10900-11000
Monday, 15 April 2024	11000-11100	11100-11200
Monday, 15 April 2024	11200-11300	11300-11400
Monday, 15 April 2024	11400-11500	11500-11600
Monday, 15 April 2024	11600-11700	11700-11800
Monday, 15 April 2024	11800-11900	11900-12000
Monday, 15 April 2024	12000-12100	12100-12200
Monday, 15 April 2024	12200-12300	12300-12400
Monday, 15 April 2024	12400-12500	12500-12600
Monday, 15 April 2024	12600-12700	12700-12800
Monday, 15 April 2024	12800-12900	12900-13000
Monday, 15 April 2024	13000-13100	13100-13200
Monday, 15 April 2024	13200-13300	13300-13400
Monday, 15 April 2024	13400-13500	13500-13600
Monday, 15 April 2024	13600-13700	13700-13800
Monday, 15 April 2024	13800-13900	13900-14000
Monday, 15 April 2024	14000-14100	14100-14200
Monday, 15 April 2024	14200-14300	14300-14400
Monday, 15 April 2024	14400-14500	14500-14600
Monday, 15 April 2024	14600-14700	14700-14800
Monday, 15 April 2024	14800-14900	14900-15000
Monday, 15 April 2024	15000-15100	15100-15200
Monday, 15 April 2024	15200-15300	15300-15400
Monday, 15 April 2024	15400-15500	15500-15600
Monday, 15 April 2024	15600-15700	15700-15800
Monday, 15 April 2024	15800-15900	15900-16000
Monday, 15 April 2024	16000-16100	16100-16200
Monday, 15 April 2024	16200-16300	16300-16400
Monday, 15 April 2024	16400-16500	16500-16600
Monday, 15 April 2024	16600-16700	16700-16800
Monday, 15 April 2024	16800-16900	16900-17000
Monday, 15 April 2024	17000-17100	17100-17200
Monday, 15 April 2024	17200-17300	17300-17400
Monday, 15 April 2024	17400-17500	17500-17600
Monday, 15 April 2024	17600-17700	17700-17800
Monday, 15 April 2024	17800-17900	17900-18000
Monday, 15 April 2024	18000-18100	18100-18200
Monday, 15 April 2024	18200-18300	18300-18400
Monday, 15 April 2024	18400-18500	18500-18600
Monday, 15 April 2024	18600-18700	18700-18800
Monday, 15 April 2024	18800-18900	18900-19000
Monday, 15 April 2024	19000-19100	19100-19200
Monday, 15 April 2024	19200-19300	19300-19400
Monday, 15 April 2024	19400-19500	19500-19600
Monday, 15 April 2024	19600-19700	19700-19800
Monday, 15 April 2024	19800-19900	19900-20000
Monday, 15 April 2024	20000-20100	20100-20200
Monday, 15 April 2024	20200-20300	20300-20400
Monday, 15 April 2024	20400-20500	20500-20600
Monday, 15 April 2024	20600-20700	20700-20800
Monday, 15 April 2024	20800-20900	20900-21000
Monday, 15 April 2024	21000-21100	21100-21200
Monday, 15 April 2024	21200-21300	21300-21400
Monday, 15 April 2024	21400-21500	21500-21600
Monday, 15 April 2024	21600-21700	21700-21800
Monday, 15 April 2024	21800-21900	21900-22000
Monday, 15 April 2024	22000-22100	22100-22200
Monday, 15 April 2024	22200-22300	22300-22400
Monday, 15 April 2024	22400-22500	22500-22600
Monday, 15 April 2024	22600-22700	22700-22800
Monday, 15 April 2024	22800-22900	22900-23000
Monday, 15 April 2024	23000-23100	23100-23200
Monday, 15 April 2024	23200-23300	23300-23400
Monday, 15 April 2024	23400-23500	23500-23600
Monday, 15 April 2024	23600-23700	23700-23800
Monday, 15 April 2024	23800-23900	23900-24000
Monday, 15 April 2024	24000-24100	24100-24200
Monday, 15 April 2024	24200-24300	24300-24400
Monday, 15 April 2024	24400-24500	24500-24600
Monday, 15 April 2024	24600-24700	24700-24800
Monday, 15 April 2024	24800-24900	24900-25000
Monday, 15 April 2024	25000-25100	25100-25200
Monday, 15 April 2024	25200-25300	25300-25400
Monday, 15 April 2024	25400-25500	25500-25600
Monday, 15 April 2024	25600-25700	25700-25800
Monday, 15 April 2024	25800-25900	25900-26000
Monday, 15 April 2024	26000-26100	26100-26200
Monday, 15 April 2024	26200-26300	26300-26400
Monday, 15 April 2024	26400-26500	26500-26600
Monday, 15 April 2024	26600-26700	26700-26800
Monday, 15 April 2024	26800-26900	26900-27000
Monday, 15 April 2024	27000-27100	27100-27200
Monday, 15 April 2024	27200-27300	27300-27400
Monday, 15 April 2024	27400-27500	27500-27600
Monday, 15 April 2024	27600-27700	27700-27800
Monday, 15 April 2024	27800-27900	27900-28000
Monday, 15 April 2024	28000-28100	28100-28200
Monday, 15 April 2024	28200-28300	28300-28400
Monday, 15 April 2024	28400-28500	28500-28600
Monday, 15 April 2024	28600-28700	28700-28800
Monday, 15 April 2024	28800-28900	28900-29000
Monday, 15 April 2024	29000-29100	29100-29200
Monday, 15 April 2024	29200-29300	29300-29400
Monday, 15 April 2024	29400-29500	29500-29600
Monday, 15 April 2024	29600-29700	29700-29800
Monday, 15 April 2024	29800-29900	29900-30000
Monday, 15 April 2024	30000-30100	30100-30200
Monday, 15 April 2024	30200-30300	30300-30400
Monday, 15 April 2024	30400-30500	30500-30600
Monday, 15 April 2024	30600-30700	30700-30800
Monday, 15 April 2024	30800-30900	30900-31000
Monday, 15 April 2024	31000-31100	31100-31200
Monday, 15 April 2024	31200-31300	31300-31400
Monday, 15 April 2024	31400-31500	31500-31600
Monday, 15 April 2024	31600-31700	31700-31800
Monday, 15 April 2024	31800-31900	31900-32000
Monday, 15 April 2024	32000-32100	32100-32200
Monday, 15 April 2024	32200-32300	32300-32400
Monday, 15 April 2024	32400-32500	32500-32600
Monday, 15 April 2024	32600-32700	32700-32800
Monday, 15 April 2024	32800-32900	32900-33000
Monday, 15 April 2024	33000-33100	33100-33200
Monday, 15 April 2024	33200-33300	33300-33400
Monday, 15 April 2024	33400-33500	33500-33600
Monday, 15 April 2024	33600-33700	33700-33800
Monday, 15 April 2024	33800-33900	33900-34000
Monday, 15 April 2024	34000-34100	34100-34200
Monday, 15 April 2024	34200-34300	34300-34400
Monday, 15 April 2024	34400-34500	34500-34600
Monday, 15 April 2024	34600-34700	34700-34800
Monday, 15 April 2024	34800-34900	34900-35000
Monday, 15 April 2024	35000-35100	35100-35200
Monday, 15 April 2024	35200-35300	35300-35400
Monday, 15 April 2024	35400-35500	35500-35600
Monday, 15 April 2024	35600-35700	35700-35800
Monday, 15 April 2024	35800-35900	35900-36000
Monday, 15 April 2024	36000-36100	36100-36200
Monday, 15 April 2024	36200-36300	36300-36400
Monday, 15 April 2024	36400-36500	36500-36600
Monday, 15 April 2024	36600-36700	36700-36800
Monday, 15 April 2024	36800-36900	36900-37000
Monday, 15 April 2024	37000-37100	37100-37200
Monday, 15 April 2024	37200-37300	37300-37400
Monday, 15 April 2024	37400-37500	37500-37600
Monday, 15 April 2024	37600-37700	37700-37800
Monday, 15 April 2024	37800-37900	37900-38000
Monday, 15 April 2024	38000-38100	38100-38200
Monday, 15 April 2024	38200-38300	38300-38400
Monday, 15 April 2024	38400-38500	38500-38600
Monday, 15 April 2024	38600-38700	38700-38800
Monday, 15 April 2024	38800-38900	38900-39000
Monday, 15 April 2024	39000-39100	39100-39200
Monday, 15 April 2024	39200-39300	39300-39400
Monday, 15 April 2024	39400-39500	39500-39600
Monday, 15 April 2024	39600-39700	39700-39800
Monday, 15 April 2024	39800-39900	39900-40000
Monday, 15 April 2024	40000-40100	40100-40200
Monday, 15 April 2024	40200-40300	40300-40400
Monday, 15 April 2024	40400-40500	40500-40600
Monday, 15 April 2024	40600-40700	40700-40800
Monday, 15 April 2024		





# The Study of War

Educate on the Art and Science of Military Campaigning visualized through Battlefield Staff Rides where history was made.

Class of 2027 Staff Ride of New Market, 13 April 2024

Mission. Cadets travel to the New Market Battlefield to learn about the Civil War in Virginia and the Battle of New Market in 1864.

Who: Elements of the Class of 2027

What: Staff Ride of New Market Battlefield

When: Saturday, 13 APR 2024

Where: New Market Battlefield State Historical Park, Virginia

Why: To learn about the 1864 Valley Campaign and the Battle of New Market during the 1864 Campaign and be on the same ground where the VMI Corps of Cadets fought as a unit.

Task: VMI Co-curriculum educates on the Art and Science of Military Campaigning visualized through Battlefield Staff Rides where history was made.

Purpose:

- (1) Educate on aspects of military campaigns which convey specific lessons of the past to future leaders. This furthers professional development of leaders of character which VMI builds.
- (2) Learn the Operational Art of Campaigning focused on the Principles of Joint Operations.
- (3) The VMI Club for American Campaign and Warfare Studies Group Serve or as a Class event, where Cadets travel and learn together, drawing memorable 'on-the-ground' engagements.

Method: Battlefield Staff Rides learning the Principles of Joint Operations.



## Staff Ride New Market

Objective  
Offensive  
Mass  
Maneuver  
Economy of Force  
Unity of Command  
Security  
Surprise  
Simplicity  
Restraint  
Perseverance  
Legitimacy



# Strategic Plan Update

May 3, 2024







# Outline

1. Purpose/Background
2. Strategic Initiative Co-Leads
3. Draft Actions/Metrics
4. Next Steps/Summary
5. Questions



# Purpose/Background

The purpose of this brief is to provide a progress update on strategic planning implementation efforts, including:

- Timeline/BOV's Approval of the Strategic Plan
- Overview Mission/Vision/Values
- Overview of 5 Strategic Initiatives
- Structure of the Strategic Plan – Focus on Actions/Metrics



# Background - Timeline



## Timeline





## Mission

Produce educated, honorable men and women prepared for the varied work of civil life, imbued with love of learning, confident in the functions and attitudes of leadership, possessing a high sense of public service, advocates of the American Democracy and free enterprise system, ready as citizen-soldiers to defend their country in time of national peril.

## Vision

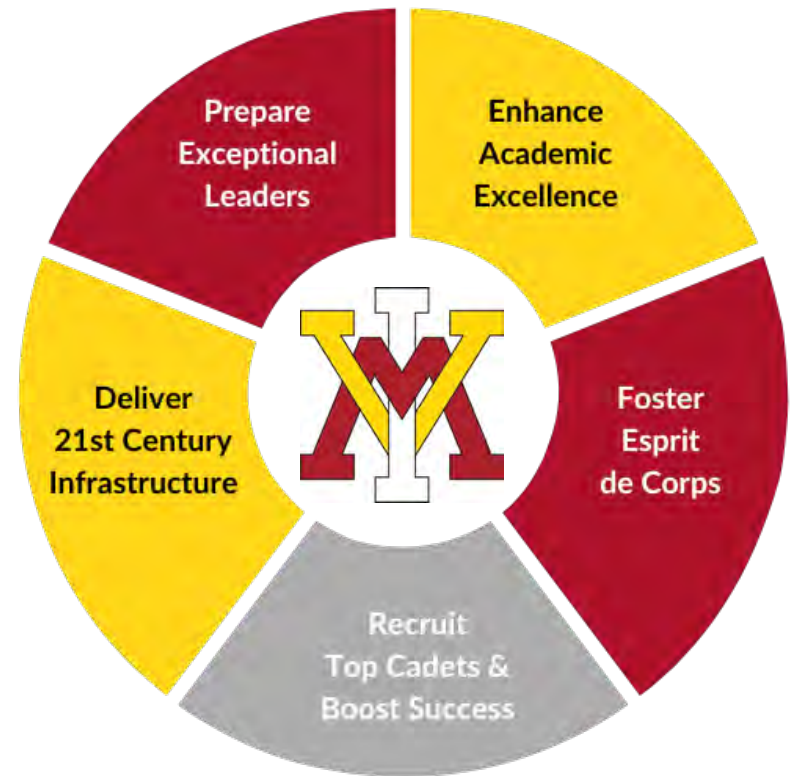
The VMI vision is to be the premier small college in the nation, unequalled in producing educated and honorable citizen-leaders, with a global reputation for academic excellence.

## Values

- Honor
- Excellence
- Self-discipline
- Courage
- Esprit de Corps
- Selfless Service
- Resilience



# Culminating Effort – 5 Strategic Initiatives





# Strategic Plan Structure



Current phase is focused on creating actions/metrics

- Assigned co-leads to each initiative Spring 2024
- Co-leads formed diverse working groups
- Working groups drafted actions/metrics aligned with initiative objectives
- Superintendent briefed in April
- Currently in the refinement and finalization stage



# Strategic Initiatives Co-Leads

Directed by LTC Michael McCarthy '78 Strategic Planning Officer



## Prepare Exceptional Leaders



Col. Adrian T. Bogart '81,  
Commandant  
Col. David Gray,  
Director, CLE

## Enhance Academic Excellence



Brig. Gen. Bob Moreschi,  
Dean  
Col. Rob McDonald,  
Associate Dean

## Recruit Top Cadets & Boost Success



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

## Esprit de Corps



Col. Adrian T. Bogart '81,  
Commandant  
Brianna Williams,  
Director, DOI

## Deliver 21<sup>st</sup> Century Infrastructure



Brig. Gen. Dallas Clark '99,  
Finance & Support  
Col. Jeff Boobar '86,  
Finance & Support



# Summary of Objectives, Actions and Metrics



<b>Initiative</b>	<b># Objectives</b>	<b># Draft Actions</b>	<b># Draft Metrics</b>
Prepare Exceptional Leaders	5	17	53
Enhance Academic Excellence	4	10	23
Recruit Top Cadets/Boost Success	3	8	21
Foster Esprit de Corps	4	33	45
Deliver 21 <sup>st</sup> Century Infrastructure	3	8	16
<b>Total</b>	<b>19</b>	<b>76</b>	<b>158</b>

Note: One overarching goal is articulated in the plan for each of the 5 strategic initiatives. Objectives are articulated in the strategic plan and vary from 3-5 for each initiative, 19 total.







# Strategic Initiative: Deliver 21<sup>st</sup> Century Infrastructure

Invest in facility maintenance, operations, physical plant, and auxiliary facilities to advance VMI's academic, military, and athletics priorities.



**VMI Vision Statement:** To be the premier small college in the nation, unequaled in producing educated and honorable citizen-leaders, with a global reputation for academic excellence.



**Objective #2:** Advance capital investment.

## Current State

## Actions

## Future State (Measures)

**Problem Statement:** There is a need to develop a long-term proactive plan for investing in facilities to advance VMI's auxiliary and athletic facilities.

Capital investment for auxiliary and athletic facilities requires the use of savings, debt and private support. The development of a proactive investment plan aligned with facility lifecycles and new facility initiatives is needed in connection with private support.

VMI operates and maintains many facilities that other institutions of higher education do not. Many facilities have been built or renovated within the past decade, but others need repair, modernization, or replacement. Providing continuously updated facilities and infrastructure is an important component of Forging 21st Century Leaders.

### Action #1: (Long-term, high cost, highest priority):

Collaborate with the VMI Alumni Agencies and donors to advance the capital improvement plan.

*Action #2: Update Capital Improvement Plan (CIP) annually to include a modernization plan for facilities.*

*Action #3: Collaborate with the state and federal governmental relations to prioritize and secure funding for VMI's capital improvement plan.*

**Metric #1: Raise** approximately \$30M over a ten-year period (by 2034) in private funding to support renovation and construction of auxiliary and athletic facilities.

**Metric #2: Develop** in 2025 and sustain joint marketing strategies for auxiliary and athletic facilities in the Capital Improvement Plan with the VMI Alumni Agencies targeting capital improvement needs.

**Metric #3: Increase** in the VMI Operating Budget investment for auxiliary and athletic facilities resulting in a facilities investment of approximately \$20M by 2034.



# Strategic Initiative: Enhance Academic Excellence

Colleges and universities have been innovating through research and pedagogy. VMI must adapt to teaching 21st-century cadets, fostering innovation in our classrooms and laboratories.



**VMI Vision Statement:** To be the premier small college in the nation, unequalled in producing educated and honorable citizen-leaders, with a global reputation for academic excellence.



**Objective #1:** Enhance effective pedagogical approaches to promote cadet engagement and enhance academic achievement

## Current State

## Actions

## Future State (Measures)

VMI has a renowned reputation for its commitment to highly personalized educational experiences. With average class sizes of about 16 and a current student-to-faculty ratio of about 10 to 1, we are a standout among competitors in providing engaging learning experiences. To continue to build on prior successes and to integrate innovative educational approaches, VMI seeks to leverage the science of academic motivation and human learning. Currently, this capability is fragmented and only occurs among faculty with an interest in pedagogical research.

**Action #1: (Long-term, high cost, highest priority):** Create infrastructure to facilitate faculty development in the science of teaching and learning (SOTL) to achieve their pedagogical and scholarship goals

*Action #2 (Near-term, low cost): Evaluate and revise, as needed, the core and major curricula to ensure relevance and effective pedagogies*

*Action #3 (Short-term, low cost): Evaluate and improve teaching through evidence-based professional development*

**Metric #1: Establish** a center for teaching and learning, staffed by professionals with expertise in instructional design, effective discipline-specific pedagogies and educational technologies.

**Metric #2: Increase** the annual faculty development budget to support full-time faculty participation in external teaching-centered workshops and conferences, to award 10 grants annually.

**Metric #3: Establish** a scale and provide a budget sufficient to incentivize full-time faculty participation in select internal teaching-centered workshops and events sponsored on Post by the Center for Teaching and Learning and Academic Support units, to involve at least 50% of assistant professors and 25% of associate and full professors annually.



# Strategic Initiative: Recruit Top Cadets & Boost Success

Competition for top high school graduates is fierce. VMI must recruit and retain future cadets who exemplify courageous ambition. We must strive to ensure our valued method of education remains affordable and relevant.



**VMI Vision Statement:** To be the premier small college in the nation, unequalled in producing educated and honorable citizen-leaders, with a global reputation for academic excellence.



**Objective #1:** Adopt and integrate a strategic enrollment management unit that integrates admissions, financial aid, marketing, and cadet support into one unit.

## Current State

## Actions

## Future State (Measures)

Effective SEM models align recruitment efforts with retention strategies which is currently lacking. Integrating these elements can maximize resources and improve services for cadets ultimately delivering a cadet-centered experience.

- Lack of software to track cadets from pre-enrollment to Alumni status
- Recruitment and retention efforts are not integrated across Post
- Risk: Costs for implementation of software
- Risk: PIV Grant implications
- Risk: Clear lines of delineation for recruitment and retention efforts

### Action #1: (Long-term, high cost, highest priority):

Implement retention software for early identification of at-risk cadets and imbed coordinated intervention strategies across Post.

*Action #2 (Near-term, low cost): Integrate cadet services including Admissions, Financial Aid, Marketing, Cadet Retention Center and other cadet services under Strategic Enrollment Management.*

*Action #3 (Short-term, low cost): Recruit and retain a diverse and high-quality Corps of Cadets.*

**Metric #1: Establish** a Cadet Retention Center that is housed under Strategic Enrollment Management by the Fall of 2026.

**Metric #2: Increase** the Corps size from the current size of 1465 to 1750 by the Fall of 2027.

**Metric #3: Reduce** matriculation day to census day melt by 1-3% by the Fall of 2027.

**Metric #4: Achieve** a 3-year retention rate from the fourth class to third class year of 90% by xxx

**Metric #5: Increase** the 4-year graduation rate to 70% and the 6-year graduation rate to 85% by xxx



# Strategic Initiative: Foster Esprit de Corps

VMI proven to be the Best Leadership College in the United States. Facilitate a supportive, respectful, and professional operating environment for cadets, faculty, staff, and alumni.



**VMI Vision Statement:** To be the premier small college in the nation, unequaled in producing educated and honorable citizen-leaders, with a global reputation for academic excellence.



**Objective #3:** Effect employee well-being.

## Current State

## Actions

## Future State (Measures)

Improvements are needed for a supportive work environment that enhances employees' well-being through effective recruitment, onboarding, development, engagement, and compensation. Continued professionalized staff allows for a higher level of education and learning for Cadets, improves management of the Institute functions, and increase the quality of the Citizen-Soldier which VMI produces.

- Decreased numbers of professionals and decreased productivity (Staff).
- Reduced achievement the full measure of the VMI experience and staff effectiveness decreased due to expected professional level (Corps).

**Action #1: (Long-term, high cost, highest priority):** Ensure a competitive total reward system, including compensation, benefits, recognition, and career growth programs which strengthens VMI as a desirable long-term career option.

*Action #2 (Near-term, low cost): Develop and employ innovative recruiting techniques to attract diverse best qualified talent from the military, industry, and higher education to serve across the Institute's that understand their role in developing future citizen-soldiers, citizen-leaders.*

*Action #3 (Short-term, low cost): Increase professional development opportunities to develop and retain the Institute team members to learn and apply best practices in pedagogy, coaching and support services and to advance as experts in their fields.*

**Metric #1:** By AY 27-28, develop a stepped compensation system for A/P employees. Hire to 95% of staff authorizations across the Institute See an increase of 10% year over year on work/life balance metric, and improve employee retention by 15% each year

**Metric #2:** Starting in AY 24-25 and implement by AY 25-26, establish a baseline of retired/former military, qualified former industry, higher education professionals and develop an employee awards program.

**Metric #3:** Commencing AY 24-25, annually update faculty and staff on professional/ leadership development opportunities on and off Post, and centrally fund professional development opportunities to allow 5% of the workforce to attend.



# Strategic Initiative: Prepare Exceptional Leaders

Prepare Exceptional Leaders within the Corps of Cadets as part of the nation's premier undergraduate leadership program that stresses mental toughness, academic astuteness, physical fitness and for which the Rat Line, Honor, Regimental, and Class systems are foundational.



**VMI Vision Statement:** To be the premier small college in the nation, unequaled in producing educated and honorable citizen-leaders, with a global reputation for academic excellence.



**Objective #1:** Teach, coach, mentor and guide cadets through the VMI Journey leader development model to help them cultivate the knowledge, skills, and dispositions to become highly effective leaders.

## Current State

## Actions

## Future State (Measures)

- **Problem: How to enhance the quality of cadet leadership development across the four developmental domains?\***
- Embarking upon their VMI leadership journey is a courageous undertaking for any new cadet. It's a challenge not meant to be easy, and VMI's system is time tested.
- According to leader development literature, role models who coach and mentor are an essential component for effective leader development. At VMI TAC officers fulfill this immediate role within the Commandant's staff.
- Currently, selected members on the Commandant's staff are dual-hatted as TACs and are unable to devote their full attention solely to helping cadets acquire the knowledge, skills, and self-awareness that are foundational for exceptional leaders.
- Dedicated TAC Officers will contribute to greater cadet leadership capacity, better retention, and improved esprit de corps.

**Action #1: (Long-term, high cost, highest priority):** Invest in full time Tactical Officers to guide, coach, and mentor in each company and battalion headquarters.

*Objective #1: Teach, coach, mentor and guide cadets through the VMI Journey leader development model to help them cultivate the knowledge, skills, and dispositions to become highly effective leaders.*

**Metric #1:** Progressively invest in a full complement of dedicated, full-time officers over the course of plan:

- 2 by 2026
- 7 by 2030
- 13 by 2034

**Metric #2:** TACs provide formal, written feedback to every cadet on their leadership style and effectiveness annually.

\* The 4 developmental domains are: **Capacity**(knowledge/skills); **Enactment** (leader behaviors); **Motivation** (desire to lead); and **Efficacy** (self-confident of success). *VMI Journey*, pg. 10



# Next Steps



Transition to Strategic Planning Officer	Determine resourcing needs/refine prioritization	Brief the BOV on Finalization of Actions/Metrics	Rollout: Marketing Gov. Relations Studies & Assessments	Report on Progress Frequently Internally, Annually to BOV
Finalize Actions/Metrics/KPIs				
May 31 Deadline	Now & Ongoing	Summer 2024	Late Summer/Early Fall 2024	September Meetings





Questions?





# Tuition & Fee Briefing

May 3, 2024







## 2024 – 2025 Tuition & Fees

2024 – 2025 tuition and fee recommendation:

***2.9% tuition and fee increase***

- *Covers increased costs such as salary increases, utilities, maintenance, and health insurance premiums*
- *Provides for strategic priority implementation*
- *Anticipates increased revenue from Richmond*

***Tuition and fee increase complies with governor's guidance.***



# Assumptions

- Class of 2028: 495 Cadets
  - 297 Virginia Cadets (60%) vs. 198 Non-Virginia Cadets (40%)
- Old Corps: 1,064 Cadets
  - 676 Virginia Cadets (63.5%) vs. 388 Non-Virginia Cadets (36.5%)
- Census Date Enrollment: 1,526 (decrease of 34 cadets compared to 2024-25)



# FY 25 Increased Costs

Personal Services Expenditures		Non-Personal Services Expenditures	
3% Pay Increase (60/40 split, 100% for auxiliary)	\$2,062,941	SCHEV Pell Initiative Programs	\$420,301
6.3% Medical Insurance Increase	560,995	Increase in Utilities (Water, Sewer, Electric, Gas)	111,058
SCHEV Pell Initiative (5 staff)	500,541	Increase in Contingencies	129,635
Indirect Cost Expense	780,000	Reduced Indirect Cost Recovery	(780,000)
Bonuses Budgeted (FY 2024)	(687,866)	Increase in Maintenance Project Cost	387,000
Other FY 24 Salary and Benefit Changes	183,545	Reduction in Debt Service	(11,000)
<b>Total FY 25 Personal Services Increases</b>	<b>\$3,400,156</b>	Transfer Costs to UMA	111,000
		VMIAA Supported Expenses	590,343
		Increase in Athletic Operational Expenses	225,007
		<b>Total FY 25 Non-Personal Services Increases</b>	<b>\$1,183,344</b>





## Total FY 25 Increased Costs (above FY 24 budget)

<b>Total Increased Costs</b>	
Personal Services Increases	\$3,400,156
Non-Personal Services Increases	1,183,344
<b><i>Total FY 25 Increased Costs over FY 24</i></b>	<b>\$4,583,500</b>





# FY 25 Anticipated Additional Revenues

<b>Anticipated Revenue Necessary to Meet Increased Expenses</b>	
New State General Funds (FY 25 Affordable Access)*	\$937,500
New State Affordable Access Funds (Not Budgeted FY 24)*	832,000
FY 25 Central Appropriations*	646,475
FY 24 Central Appropriations (greater than budgeted)*	395,684
<b>Increased Tuition and Fees (2.9% overall)</b>	<b>2,706,000</b>
Increased Tuition Revenue used for Financial Aid	(1,200,000)
Increased VMIAA Support and Other Private Support	2,135,000
Increased VMI Endowment Earnings	37,000
Increased Athletics Revenue	279,000
Planned Reduction in Auxiliary Reserve	(3,321,000)
Increase in Other Income (Federal Financial Aid)	215,000
<b>Total Revenues to Meet Increased Expenses</b>	<b>\$4,583,500</b>

\* Subject to final action of the General Assembly and the governor expected May 13.



# Tuition & Fees Proposal

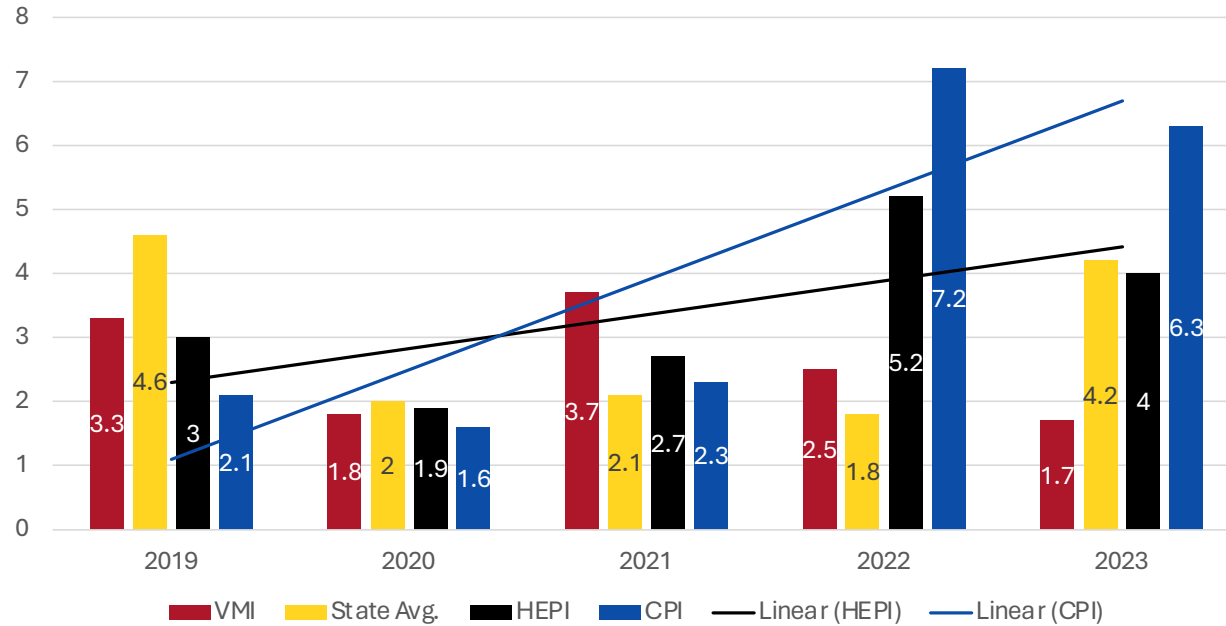
- Administration recommends an overall 2.9% increase:
  - 3% on tuition for Virginia and Non-Virginia cadets
  - 3% on Room and Board
  - 4% on Auxiliary Fees
  - No increase on Quartermaster Fees
- **Total increase for all cadets = 2.9%**
- Total revenue generated = \$2,706,000

	2024	2025	Increase (Decrease)	%
<b>Tuition</b>				
Virginia Cadet	10,076	10,378	302	3.0%
Non-Virginia Cadet	40,778	42,000	1,222	3.0%
<b>Room Board</b>				
Room	3,290	3,390	100	3.0%
Board	7,700	7,932	232	3.0%
<b>Auxiliary Fees</b>				
Athletic	3,950	4,230	280	7.1%
Medical	576	576	--	0.0%
Cadet Facilities / Activities	2,486	2,486	--	0.0%
<b>Total Auxiliary Fees</b>	7,012	7,292	280	4.0%
<b>Quartermaster Charge</b>				
Laundry / Pressing	470	470	--	0.0%
Haircuts	324	324	--	0.0%
Uniforms / UMA Activities	2,602	2,602	--	0.0%
<b>Total Quartermaster Charge</b>	3,396	3,396	--	0.0%
<b>Total Virginia Cadet</b>	31,474	32,388	914	2.9%
<b>Total Non-Virginia Cadet</b>	62,176	64,010	1,834	2.9%



# In-State VMI vs. HEPI and CPI

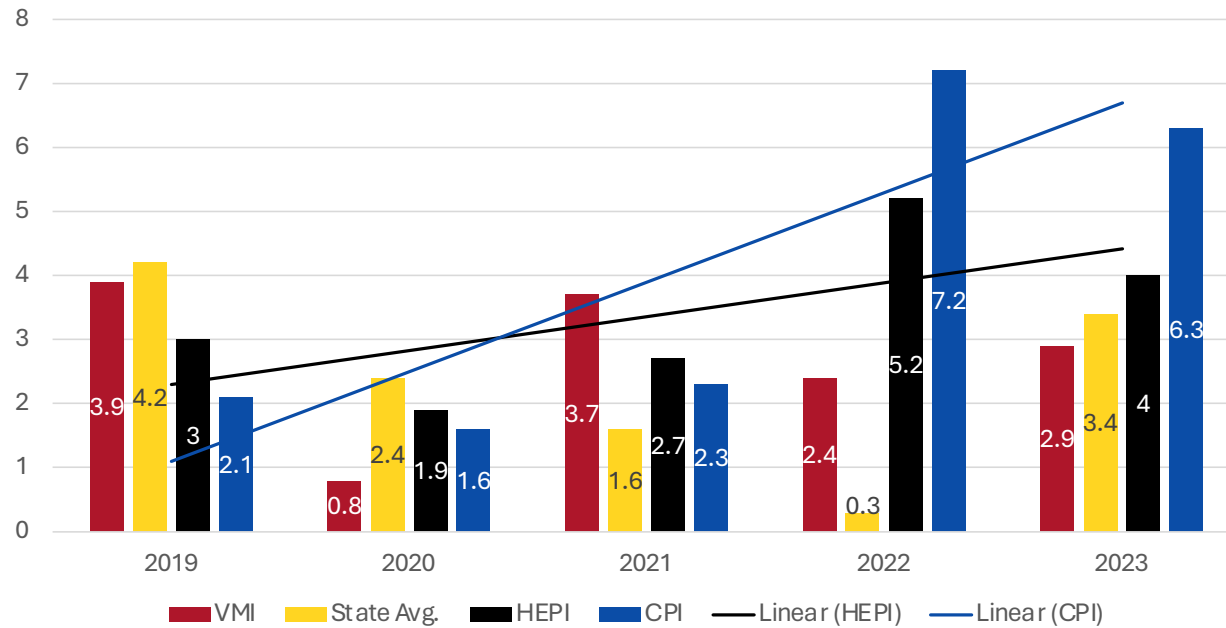
In-state Tuition & Fee Increase  
(by percent)





# Out-of-State VMI vs. HEPI and CPI

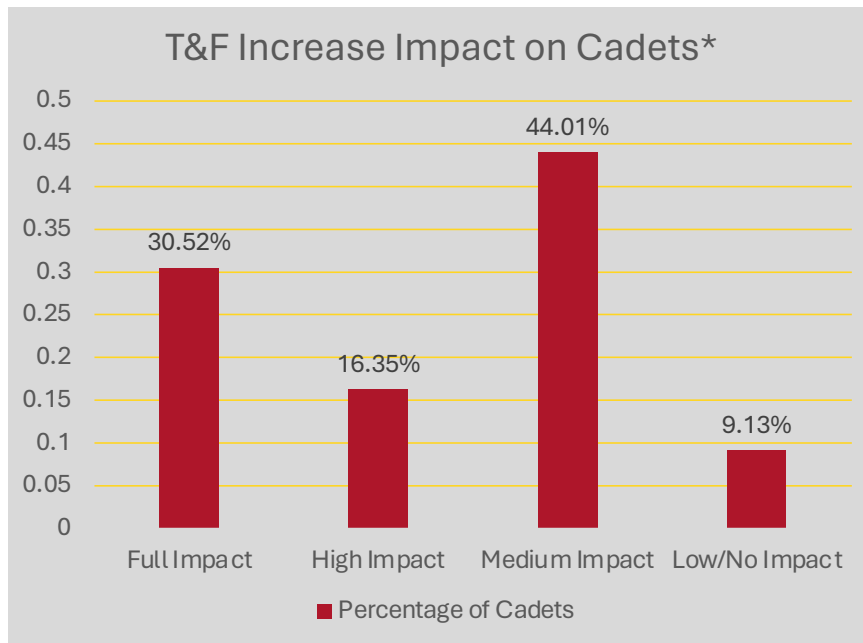
Out-of-State Tuition & Fee Increase  
(by percent)







# Corps Impact



\* Based on total aid before loans for 2023-24 Corps of Cadets.

Avg. in-state cost increase  
after grant aid

**\$267**

Avg. out-of-state cost increase  
after grant aid

**\$1,119**



# Recommendation

- Administration recommends an overall 2.9% increase:
  - 3% on tuition for Virginia and Non-Virginia cadets
  - 3% on Room and Board
  - 4% on Auxiliary Fees
  - No increase on Quartermaster Fees
- **Total increase for all cadets = 2.9%**
- Total revenue generated = \$2,706,000

***Recommendation complies with governor's guidance on tuition and fee increases for academic year 2024 – 2025.***



*Board of Visitors*  
*Virginia Military Institute*  
*Resolution and VMI Meritorious Service Medal*

**RESOLVED**, That the Board of Visitors of the Virginia Military Institute recognizes Colonel Elena Andreeva for her tireless devotion and outstanding contributions to VMI for 24 years.

Colonel Andreeva came to the Virginia Military Institute in August 2000, having earned a doctorate in Middle Eastern Studies from New York University. As the Institute's first historian of the Middle East, Colonel Andreeva broadened cadets' horizons and introduced new perspectives, especially vital to commissioning cadets. She directed students participating in the Model Arab League and frequently took her cadets to Washington, D.C., where they would visit mosques and enjoy regional, Middle East cuisine. She brought many distinguished visitors to post as part of the World History Speakers program, and she played a critical role in creating the Middle East Studies minor at VMI.

A native of Moscow, Russia, Colonel Andreeva also established herself as a leading scholar in Middle Eastern and Iranian studies. She produced three books and fifteen scholarly articles on the cultural and political ties between Russia and Iran and made more than three dozen academic presentations. In 2021, she was recognized with the Jackson-Hope VMIRL Matthew Fontaine Maury Prize for Excellence in Research.

Colonel Andreeva enjoyed being a teacher, and cadets benefitted from her instruction and her scholarly engagement. Colonel Andreeva also headed the History Department's honors program for many years, and several students who wrote theses under her direction went on to complete advanced degrees. She was renowned for working with students on a one-to-one basis to improve their writing skills.

Although she shunned the limelight, Colonel Elena Andreeva made significant contributions to her field, to her department, and to the lives of countless cadets.

**THEREFORE, Be It Further Resolved** that this Board conveys its deepest appreciation to Colonel Andreeva for her devoted service to the Institute and wishes her all the best in her well-earned retirement.

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

Thomas R. Watjen '76  
President  
VMI Board of Visitors



*Board of Visitors*  
*Virginia Military Institute*  
*Resolution and VMI Meritorious Service Medal*

**RESOLVED**, That the Board of Visitors of the Virginia Military Institute recognizes Colonel John Brodie for his tireless devotion and outstanding contributions to VMI for over 35 years.

Colonel Brodie received his Bachelor of Science Degree in Music Education from West Chester State College in 1982 and his Masters and Doctorate Degrees from Catholic University in 1988 and 1997, respectively. He began his professional career at the Institute in 1988 as Director of Music, and immediately took the Band to Paris, France as Virginia's Representative for the France Bicentennial in 1989.

Colonel Brodie served his country in the United States Marine Corps as a member of the "Commandant's Own" Drum & Bugle Corps in Washington, D.C. He has been instrumental in the formation of other collegiate bands at VMI and elsewhere in the Shenandoah Valley. In 1995 he created the VWIL Band at Mary Baldwin College and in 1997 helped establish and create the VMI Pipes and Drums.

The dedication shown by Colonel Brodie to VMI extends beyond his role as Director of Music in his founding of the VMI hockey team and was recognized by the VMI Alumni Association in 2007 when he was named an honorary alumnus and BR of the Class of 1992. Under Colonel Brodie's leadership, the VMI Band has performed at numerous events across the country including the Tournament of Roses Parade, Macy's Parade, Mardi Gras Parade, Presidential and Gubernatorial inaugurations, and in thirteen countries across five continents. Colonel Brodie has taught over 1,500 cadets and directed the Band in over 1,000 VMI Post Parades.

**THEREFORE, Be It Further Resolved** that this Board conveys its deepest appreciation to Colonel Brodie for his devoted service to the Institute and wishes him all the best in his well-earned retirement.

A handwritten signature in black ink, appearing to read "Cedric T. Wins", written over a horizontal line.

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

A handwritten signature in black ink, appearing to read "Thomas R. Watjen", written over a horizontal line.

Thomas R. Watjen '76  
President  
VMI Board of Visitors



*Board of Visitors*  
*Virginia Military Institute*  
*Resolution and VMI Meritorious Service Medal*

**RESOLVED**, That the Board of Visitors of the Virginia Military Institute recognizes Colonel James A. “Jimmy” Coale for his tireless devotion and outstanding contributions to VMI for 45 years.

Colonel James A. Coale received his Bachelor’s Degree from Springfield College, his Master’s Degree from James Madison University, and Ph.D. from the University of Maryland. He began his professional career at the Institute in 1979 as an instructor in the Department of Physical Education.

Colonel Coale has had a tremendous impact on the evolution of the Department of Physical Education, serving as department head since 2003. His dedication to his field of study and to the Cadets’ mental and physical well-being will always be a model for future faculty members to emulate.

One of Colonel Coale’s earliest and most lasting accomplishments was the development and implementation of VMI’s first formal strength and conditioning program for NCAA athletes in 1980. He also established the department’s minor in Exercise Science (2013), served as Onsite Director for the College Orientation Workshop (1986-2018), and was instrumental in the planning and design of the renovated Cormack Hall (2015). Most recently, he led a successful petition to change the department’s name from Physical Education to the Human Performance and Wellness in 2022, reflecting an alignment of the department’s goals and curriculum with important evolutions in the field.

In 2000, he received the VMI Distinguished Coaching Award, and in 2021-2022 he was selected as an All-Southern Conference Faculty Award winner. In 2023 he was inducted into the Omicron Delta Kappa National Leadership Society.

For 45 years, Colonel Coale has been an exemplary steward of his department, bridging the gap from its origins to the current day. In doing so, he has conserved its core values while shepherding its exciting evolution. Without doubt, Colonel Coale’s legacy will be vast, and his leadership, support, and collegiality will be greatly missed.

**THEREFORE, Be It Further Resolved** that this Board conveys its deepest appreciation to Colonel Coale for his devoted service to the Institute and wishes him all the best in his well-earned retirement.

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

Thomas R. Watjen '76  
President  
VMI Board of Visitors



*Board of Visitors*  
*Virginia Military Institute*  
*Resolution and VMI Meritorious Service Medal*

**RESOLVED**, That the Board of Visitors of the Virginia Military Institute recognizes Colonel Jon-Michael Hardin for his tireless devotion and outstanding contributions to VMI for 26 years.

Colonel Jon-Michael Hardin began his career at VMI in 1998, after earning his Ph.D. in Theoretical and Applied Mechanics from the University of Illinois at Urbana-Champaign.

During his 26-year career at VMI Colonel Hardin has taught in the Mechanical Engineering Department. For 18 of those years, he served as an Officer-in-Charge in Barracks. Since 2010 he has served as the Head of the Mechanical Engineering Department. In that position he has worked with ME faculty to develop and implement a hands-on project-focused Mechanical Engineering curriculum at VMI. He also developed and implemented a significant joint undergraduate research program and a guaranteed graduate acceptance partnership with Virginia Commonwealth University. Lastly, in 2011 he and his wife, Patricia, developed the VMI Engineering Summer Study Abroad Program, one of the first STEM study abroad programs, taking cadets to Berlin and Rome.

Colonel Hardin has made a clear and lasting impact on the Institute, and has touched and benefitted the lives of numerous Cadets, Faculty and Staff within the VMI family.

**THEREFORE, Be It Further Resolved** that this Board conveys its deepest appreciation to Colonel Hardin for his devoted service to the Institute and wishes him all the best in his well-earned retirement.

A handwritten signature in black ink, reading "Cedric T. Wins", written over a horizontal line.

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

A handwritten signature in black ink, reading "Thomas R. Watjen", written over a horizontal line.

Thomas R. Watjen '76  
President  
VMI Board of Visitors



*Board of Visitors*  
*Virginia Military Institute*  
*Resolution and VMI Meritorious Service Medal*

**RESOLVED**, That the Board of Visitors of the Virginia Military Institute recognizes Colonel Richard A. Rowe for his tireless devotion and outstanding contributions to VMI for 33 years.

Colonel Rowe received his Bachelor of Arts degree from Ripon College, his Masters from Bowling Green State University, and his Ph.D. from Michigan State University. Colonel Rowe arrived at the Institute in the fall of 1991 and made significant impacts on the Biology Curriculum with the addition of his courses in Comparative Morphology and Developmental Biology.

Colonel Rowe was directly responsible for growing the Biology Department from four members in 1991 to a thriving family of eighteen faculty and staff today. His vision and leadership in crafting the role of biology as a core curriculum offering for a significant number of cadets has spread the discipline throughout the Corps of Cadets.

Colonel Rowe served as Department Head of Biology from 1996 through 2009. He also served as the Director of Research for the VMI Research Laboratories from 1994 through 2012. He has been a recipient of the Distinguished Teaching Award, the Hinman Research Award on two occasions, and has been the holder of the Bruce C. Gottwald, Sr. '54 Chair for Academic Excellence for the past five years. Perhaps most importantly, Colonel Rowe's excellence in the classroom and wisdom as an advisor has shaped the lives of hundreds of cadets over the past 33 years.

**THEREFORE, Be It Further Resolved** that this Board conveys its deepest appreciation to Colonel Rowe for his devoted service to the Institute and wishes him all the best in his well-earned retirement.

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

Thomas R. Watjen '76  
President  
VMI Board of Visitors





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

**WHEREAS**, Lt. Gen. Dominy received his bachelor's degree in civil engineering from the United States Military Academy at West Point and his master's degree in civil engineering from the University of Illinois as well as degrees from Emory University, U.S. Army War College, and Command & General Staff College.

During his years of military service, Lt. Gen. Dominy served as director of Army staff. He acted on behalf of the chief of staff and coordinated the activities of all agencies reporting to the chief of staff. He served as chief of legislative liaison for all Army activities related to the U.S. Congress, was commanding general of the U.S. Army Missouri Engineer Division, executive to the secretary of the Army, and the district engineer of the U.S. Army Savannah Engineer District. His awards and decorations include the Distinguished Service Medal, the Legion of Merit (with Oak Leaf Cluster), the Bronze Star (with Oak Leaf Cluster), three Air Medals, the Meritorious Service Medal (with Four Oak Leaf Cluster), the Army Commendation Medal with "V" Device (with Oak Leaf Cluster), the Parachutist Badge, the Ranger Tab, and the Army Staff Identification Badge.

Lt. Gen. Dominy served as government affairs consultant for IAP Worldwide Services, Inc. Prior to joining IAP as vice president of government affairs, he managed the Washington, D.C. Government Affairs office for the Halliburton Company, as well as Kellogg, Brown & Root (KBR), its engineering, construction, and industrial business segment. He was directly involved in growing the government business of KBR, which became the Army's largest defense contractor. He advised on mergers and acquisitions, business development, marketing, and overall strategy.

In his retirement, Lt. Gen. Dominy generously gave of his time and talent as a member of the VMI Board of Visitors from 2016 - 2023. As a board member, he served on the Executive Committee, Audit, Finance, and Planning Committee, Cadet and Military Affairs Committee, Diversity, Equity, and Inclusion Committee, and as chairman of the Nominations and Governance Committee. His experience, acumen, and guidance were a welcome and important asset during a very difficult period in the Institute's history.

**THEREFORE, Be It Resolved**, That this Board conveys its sincere appreciation to Lt. Gen. (Ret.) Charles E. Dominy for his significant support, wisdom, and generosity in guiding the Institute during his appointment on the VMI Board of Visitors.

**THEREFORE, Be It Further Resolved**, That this Board expresses its sincerest condolences to Lt. Gen. Dominy's wife, Mary, and family upon the passing of Lt. Gen. Dominy. While the VMI Board of Visitors is saddened by his loss, the Institute is proud to be part of his legacy.

Thomas R. Watjen '76  
President  
VMI Board of Visitors



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

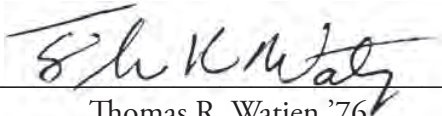
**WHEREAS**, Scot W. Marsh received his bachelor's degree in civil engineering from VMI in 1981. During his cadetship, he served as a battalion staff officer and was a member of the Honor Court. Upon graduation, he received a commission as a combat engineer in the Virginia National Guard's 29th Division. He completed the Army Basic Engineer Officers Basic Course, the Engineers' Sapper School and Civil Affairs Officers Advance Course, and graduated from the Army Parachute School. He was called to active duty during the Persian Gulf War, serving as a combat engineer, taking part in the liberation of Kuwait City. Mr. Marsh was awarded the Bronze Star for his combat service and retired from the Army Reserve at the rank of major.

Mr. Marsh's professional accomplishments include serving on the faculty of the civil engineering department at VMI for two years as an instructor, teaching basic engineering and surveying. He is the presiding partner of Marsh and Legge Land Surveyors, P.L.C. which maintains an exclusive contract with the Commonwealth of Virginia Department of Conservation and Recreation.

Mr. Marsh was appointed to the Planning Commission for the Shenandoah Valley Battlefield National Park and took part in the drafting of the park plan later adopted by the U. S. Congress to establish the Regional Historic District. He is a member of the ASCE, NSPS, ACSM, and the Virginia Association of Surveyors.

Mr. Marsh continued to contribute to the success of the Institute during his service on the VMI Board of Visitors between 2016 – 2024. During this time, he has served on numerous committees including Appeals, Inclusive Excellence, Academic Affairs, External Relations, Nominating and Governance, and served as chairman of the Cadet and Military Affairs Committee. His scope of service and leadership has been truly exemplary, and he will be deeply missed by the entire Board of Visitors and the VMI Community.

**THEREFORE, Be It Resolved**, That this Board expresses its sincerest appreciation to Mr. Scot W. Marsh '81 for his significant support, wisdom, and generosity in guiding the Institute over the past eight years and wishes him great health and happiness in the years ahead.

  
Thomas R. Watjen '76  
President  
VMI Board of Visitors



VMI ALUMNI AGENCIES  
ALUMNI ASSOCIATION • FOUNDATION • KEYDET CLUB

David Prasnicki  
CEO Update  
VMI Board of Visitors

May 2024

# VMI Foundation and Keydet Club Update

- **Overall Commitments:** \$18M
- **Donor Participation YTD:**
  - Overall donors are up 7%
  - Alumni donors are up 13%
  - Donor retention is up 4.9%
  - Alumni retention is up 8.4%
- **GOLD Society:** Launched in January 2024, with 101 young alumni members.
- **Day of Giving Success:** Achieved the goal of 500 donors by 11 am, closing the day with 1148 donors and over \$272K in donations (85.5% of which are alumni). Highlighted the classes of 1991 and 1993, whose years will appear on Moe's jersey.
- **Call to Duty Scholarships** – Understanding the importance of this initiative, we have raised \$1.4M.

- **Institute Society – 50<sup>th</sup> Year Celebration.**
  - Celebrated in a two-day event Nov. 8-9, 2024.
  - There will be a VIP cocktail hour to meet the nationally recognized speaker, a member's cocktail time under a banquet tent, a band, and an after party.
  - All are encouraged to donate so you can join us at this memorable event.
- **Jackson Hope and Peay Cabinet** – the Foundation continues to support this ongoing and important work to support VMI and the cadets.
- **Reunions 10/25/50** - are first class events with **a focus on camaraderie and philanthropy**. The work begins two or more years in advance of the date. Careful planning pays off in that ¼ of our giving comes from reunion gifts annually.
- **Compete to Win** – Ramping up for this event for giving days May 7-9, 2024. This is a vital part of our fundraising, focusing on team operational needs. We are looking forward to Board support with this fundraising effort.

# Alumni Association

- **Affinity Reunions** – Alumni gatherings based on interest and experience vs. class year. On top of everything else they do, the Keydet Club has established a rhythm with their Affinity Reunions. This year, we hosted a Band Reunion of more than 280 registered attendees, one of the largest affinity reunion in VMI history.
- VMIAA hosted a successful launch of its **first remote voting process** at its annual meeting of its members. The full slate was elected by a large margin.
- VMIAA continues to work through the **alumni survey**, bringing clarity to some of the feedback we received through a series of Alumni Review and Turnouts articles.

## Performance Summary (NOF)

Account/Group	Ending Market Value USD	Ending Weight	Policy Weight	% Rate of Return							
				One Month	Year to Date	Fiscal YTD	Three Years	Five Years	Ten Years	Inception to Date	Inception Date
<b>Total US Equity</b>	<b>235,676,794</b>	<b>30.92</b>	<b>27.00</b>	<b>3.24</b>	<b>10.00</b>	<b>19.43</b>	<b>9.85</b>	<b>14.35</b>	<b>12.29</b>	<b>14.39</b>	<b>06/30/2009</b>
<i>Russell 3000</i>				3.23	10.02	19.29	9.78	14.34	12.33	14.51	06/30/2009
<b>Non-US Equity</b>	<b>68,136,480</b>	<b>8.94</b>	<b>10.00</b>	<b>3.34</b>	<b>5.86</b>	<b>11.77</b>	<b>4.93</b>	<b>7.67</b>	<b>4.72</b>	<b>7.26</b>	<b>06/30/2009</b>
<i>MSCI EAFE ND</i>				3.29	5.78	12.01	4.78	7.33	4.80	6.90	06/30/2009
<b>Non-US Equity Emerging Markets</b>	<b>51,345,170</b>	<b>6.74</b>	<b>10.00</b>	<b>2.32</b>	<b>2.18</b>	<b>6.56</b>	<b>-7.22</b>	<b>-0.62</b>	<b>0.67</b>	<b>2.97</b>	<b>06/30/2009</b>
<i>MSCI Emerging Markets ND</i>				2.48	2.37	7.19	-5.05	2.22	2.95	4.64	06/30/2009
<b>Fixed Income</b>	<b>84,327,323</b>	<b>11.06</b>	<b>10.00</b>	<b>1.48</b>	<b>0.69</b>	<b>8.80</b>	<b>1.04</b>	<b>3.80</b>	<b>3.81</b>	<b>5.21</b>	<b>06/30/2009</b>
<i>BBG US Aggregate</i>				0.92	-0.78	2.56	-2.46	0.36	1.54	2.54	06/30/2009
<b>Cash</b>	<b>7,908,989</b>	<b>1.04</b>	<b>1.00</b>	<b>0.49</b>	<b>1.35</b>	<b>4.03</b>	<b>2.85</b>	<b>2.07</b>	<b>1.63</b>	<b>1.49</b>	<b>06/30/2009</b>
<b>Public REIT</b>	<b>23,100,655</b>	<b>3.03</b>	<b>3.00</b>	<b>1.94</b>	<b>-1.16</b>	<b>6.83</b>	<b>1.77</b>	<b>3.84</b>	<b>6.28</b>	<b>9.75</b>	<b>10/31/2009</b>
<i>MSCI US IMI Real Estate 25-50</i>				1.75	-1.41	5.96	0.79	2.74			10/31/2009
<b>Absolute Return</b>	<b>35,665,544</b>	<b>4.68</b>	<b>5.00</b>	<b>1.08</b>	<b>2.83</b>	<b>7.77</b>	<b>9.06</b>	<b>8.43</b>	<b>5.56</b>	<b>5.84</b>	<b>06/30/2009</b>
<i>HFRI Fund of Funds Composites</i>				1.34	3.93	7.77	2.80	4.95	3.56	3.75	06/30/2009
<b>Private Investments</b>	<b>256,105,809</b>	<b>33.60</b>	<b>34.00</b>	<b>1.20</b>	<b>2.36</b>	<b>4.97</b>	<b>12.10</b>	<b>13.98</b>	<b>13.27</b>	<b>12.04</b>	<b>10/31/2009</b>
<b>VMI Foundation Total</b>	<b>762,266,764</b>	<b>100.00</b>	<b>100.00</b>	<b>2.11</b>	<b>4.54</b>	<b>10.22</b>	<b>6.73</b>	<b>9.46</b>	<b>7.31</b>	<b>8.58</b>	<b>06/30/2009</b>
<i>VMI Custom Benchmark</i>				1.66	3.60	8.01	6.04	9.55	7.67	8.66	06/30/2009



# Communications and Marketing

Promoting the good news stories and defining the value of a VMI education.

- **Marketing** – They are wrapping up an aggressive **18-month multi-channel marketing campaign**, focusing on getting good news stories to the alumni base (primary audience) and supporting admissions recruiting by reaching households with young people going through the college search process.
- No stone left unturned:
  - Home page of the Richmond Times Dispatch
  - Full-page Sunday Paper ads
  - YouTube and social media
  - Airport ads
  - 10 billboards round Richmond, noticed by the secretary of education
  - End of year Social Media Advertisements

## Advancement Services, Financial Services, Human Resources

- **Advancement Services Team** – This spring the team hosted the Volunteer Leadership Conference, Spring Reunions which welcomed back nine classes, and the VMI Foundation scholarship banquet – all a big success.
- **Human Resources** – Provides critical support for employees and agencies. Since the re-organization we worked to create consistent policies and procedures across the Agencies, and supports our benefits program and hiring practices
- **Financial Services** – This team assures our financial adherence to policies and procedures, budgeting and data base support, financial reporting for all boards, and the annual audit by a national accounting firm.

# VMI Partnerships

While we are separate entities, each with our own mission, we work collaboratively with the Institute to strengthen our respective purposes.

- **VMI Strategic Plan divisional committees** – we have representatives for each of the five working groups.
- **Staff or Alumni Representatives on Initiatives**
  - **Commandant search**
  - **Director of Communications and Marketing Search**
  - **Athletic Director search**
  - **NCAA Athletics Task Force**
- **New Alumni Center planning and process.**

**Thank you!**

**Questions?**

## VIRGINIA MILITARY INSTITUTE

LEXINGTON, VIRGINIA 24450-0304

OFFICE OF THE SUPERINTENDENT

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12 April 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 12 April 2024 (enclosed) is submitted for approval.

**Recommended Motion**

“The Academic Affairs Committee has considered the Changes in the Faculty list dated 12 April 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

12 April 2024

## **I. APPOINTMENTS**

The following appointments are effective on dates indicated:

DEIBEL, Major Zachary W., Assistant Professor in the Department of History, Tenure track. Education: Ph.D., History, Binghamton University. Salary: \$69,000. Effective Date: 1 August 2024.

DOCZY, Major Ryan D., Assistant Professor in the Department of Civil and Environmental Engineering, Tenure track. Education: Ph.D., Civil Engineering, Florida State University. Salary: \$107,000. Effective Date: 1 August 2024.

DOYLE, Laura T., Instructor in the Department of Applied Mathematics, Non-tenure track. Education: M.Ed., Mathematics, James Madison University. Salary: \$77,000. Effective Date: 1 August 2024.

FATHALLA, Efat S.A., Assistant Professor in the Department of Electrical and Computer Engineering, Tenure track. Education: Ph.D., Electrical and Computer Engineering, Old Dominion University. Salary: \$112,500. Effective Date: 1 August 2024.

FRANCA, Barbara Xavier, Assistant Professor in the Department of Modern Languages and Cultures, Tenure track. Education: Ph.D., Spanish and Portuguese, Tulane University. Salary: \$70,000. Effective Date: 1 August 2024.

JOHNSON, Major Brandon M., Assistant Professor in the Department of English, Rhetoric, and Humanistic Studies, Tenure track. Education: Ph.D., English, Pennsylvania State University. Salary: \$68,000. Effective Date: 1 August 2024.

SEITLLARI, Dr. Aksel, Assistant Professor in the Department of Civil and Environmental Engineering, Tenure track. Education: Ph.D., Civil Engineering, Michigan State University. Salary: \$107,000. Effective Date: 1 August 2024.

SHINGLEDECKER, Major Christopher N., Assistant Professor in the Department of Chemistry, Tenure track. Education: Ph.D., Physical Chemistry, University of Virginia. Salary: \$82,000. Effective Date: 1 August 2024.

## **II. PROMOTIONS**

The following promotions are effective on the dates indicated:

AGAM-SEGAL, Dr. Reshef, Associate Professor in the Department of English, Rhetoric, and Humanistic Studies, has been approved for promotion to Professor. Effective Date: 1 August 2024.

AZAB, Dr. Mohamed, Assistant Professor in the Department of Computer and Information Sciences, has been approved for tenure and promotion to Associate Professor. Effective Date: 1 August 2024.

BROWN, Lieutenant Colonel Julie P., Associate Professor in the Department of English, Rhetoric, and Humanistic Studies, has been approved for promotion to Professor and Colonel. Effective Date: 1 August 2024.

EICHHOLZ, Major Patrick J., Assistant Professor in the Department of English, Rhetoric, and Humanistic Studies, has been approved for tenure and promotion to Associate Professor and Lieutenant Colonel. Effective Date: 1 August 2024.

FEINAUER, Lieutenant Colonel David M., Associate Professor in the Department of Electrical and Computer Engineering, has been approved for tenure and promotion to Professor and Colonel. Effective Date: 1 August 2024.

JUNG, Dr. Jai K., Assistant Professor in the Department of Civil and Environmental Engineering, has been approved for tenure and promotion to Associate Professor. Effective Date: 1 August 2024.

KNEPPER, Lieutenant Colonel Steven E., Associate Professor in the Department of English, Rhetoric, and Humanistic Studies, has been approved for promotion to Professor and Colonel. Effective Date: 1 August 2024.

SHROEPFER, Major Jason W., Assistant Professor in the Department of Modern Languages and Cultures, has been approved for tenure and promotion to Associate Professor and Lieutenant Colonel. Effective Date: 1 August 2024.

STUART, Major Jillian L., Assistant Professor in the Department of Psychology, has been approved for tenure and promotion to Associate Professor and Lieutenant Colonel. Effective Date: 1 August 2024.

WHIPPLE, Lieutenant Colonel Sara S., Associate Professor in the Department of Psychology, has been approved for promotion to Professor and Colonel. Effective Date: 1 August 2024.

### **III. CHANGE OF STATUS**

The following changes in status are effective on the dates indicated:

BURKE, Major Alison K., is appointed as Assistant Professor in the Department of Biology, Tenure Track, after previously serving the Department as a Lecturer, Non-tenure track.

Effective Date: 1 August 2024.

JOHNSON, Colonel Jack B., is appointed as Department Head of Human Performance and Wellness. Effective Date: 1 August 2024.

MILLER, Major Megan J., is appointed as Assistant Professor in the Department of Applied Mathematics, Tenure track, after previously serving the Department as a Lecturer, Non-tenure track. Effective Date: 1 August 2024.

PAUL, Major Alex Y., is appointed as Assistant Professor in the Department of History, Tenure Track, after previously serving in the Department as a Visiting Assistant Professor, Non-tenure track. Effective Date: 1 August 2024.

SMYTHE, Colonel Ashleigh B., is appointed as Department Head of Biology. Effective Date: 1 August 2024.

#### **IV. ON LEAVE OF ABSENCE**

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

COX, Lieutenant Colonel Geoffrey W., Associate Professor in the Department of Applied Mathematics, will be on VMI Awards Faculty Development Leave during fall 2024. The project, “Interactive Textbook Development – Paving the Way for Modern Textbooks,” involves creating an innovative, interactive textbook on differential equations that leverages modern digital capabilities for a more engaging learning experience. The project should yield several outcomes including the textbook, a path for new scholarly engagement, and a template for modern textbook design. Effective Date: 1 August 2024.

GIRE, Colonel James T., Professor in the Department of Psychology, will be on Jackson-Hope Faculty Development Leave during fall 2024. The project, “Investigating the Relationship between Alcohol Availability and Crime in Nigerian Neighborhoods: A Multi-Method Approach,” will undertake an extensive examination of the increasing rate of violence and crime in Nigeria and if the control of alcohol availability is worth considering. This should lead to a manuscript resulting in an important publication on the question. Effective Date: 1 August 2024.

HARRISON, Colonel Daniel P., Professor in the Department of Chemistry, will be on Ayres Faculty Development Leave during fall 2024. The project, “New Approaches to Converting Carbon Dioxide into High-Value Chemicals,” aims to meet requirements that would enable breakthroughs necessary to reverse anthropogenic climate change effects and inspire other renewable energy chemists to adopt an underexplored methodology. The result of the project should be the ability to preliminarily test the hypothesis that we can produce valuable carbon dioxide conversion products at room temperature. Effective Date: 1 August 2024.



PASSMORE, Major Timothy J., Assistant Professor in the Department of International Studies and Political Science, will be on Jackson-Hope Faculty Development Leave during fall 2024. The project, “The Price of Peace: The Politics of Resourcing UN Peacekeeping (a book project with Dr. Megan Shannon),” will expand upon existing articles and papers already written into a full-length book to address the politics and implications of state funding the United Nations peacekeeping operations. The goal is to secure a contract with a top-tier publisher and complete a large proportion of the manuscript by the end of 2024. Effective Date: 1 August 2024.

SCHROEPFER, Major Jason W., Assistant Professor in the Department of Modern Languages and Cultures, will be on Ayres Faculty Development Leave during fall 2024. The project, “Linguistic Systems in Arabic Dialects through Two Articles,” will include travel to Abu Dhabi and Leiden to gather data of rural Saudi Arabian Arabic to help redefine linguistic categories, incorporate feedback from *Association de Dialectologie Arabe (AIDA)* for "Revisiting the Colors and Defects Category in Arabic Morphology" and submit to *Folio Orientalia* or *Arabica*. He plans to incorporate feedback from AIDA and work on revisions for an invited paper "Negotiating Identity in Upper Egypt: Aswan Arabic on its own Terms" and submit the final version, if accepted, to *Journal of Arabic Sociolinguistics*. Effective Date: 1 August 2024.

## **V. RETURN FROM LEAVE OF ABSENCE**

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

FADIA, Colonel Emily L., Professor in the Department of Biology, returns from VMI Awards Faculty Development Leave during spring 2024. The project, “Microbiome Analysis for Teaching and Research,” allowed her to apply the acquired skills to her existing data set for tardigrade microbiome sequences to improve analysis to the quality fit for publication. She also developed course modules for several courses at VMI. Effective Date: 1 August 2024.

FREIN, Colonel Scott T., Professor in the Department of Psychology, returns from Jackson-Hope Faculty Development Leave during spring 2024. The project, “Nutritional Psychology,” included completion of the online certificate *Nutrition and Healthy Living* from Cornell. The expertise gained was incorporated into his teaching and research, with his redesign of parts of his Cognition and Positive Psychology courses. Effective Date: 1 August 2024.

## **VI. RETIREMENTS**

The following retirements are effective on the dates indicated:

ANDREEVA, Colonel Elena, retires as Professor in the Department of History, after 24 years of service. Effective Date: 31 July 2024.

COALE, Colonel James A., retires as Professor in the Department of Human Performance and Wellness, after 45 years of service. Effective Date: 31 July 2024.

HARDIN, Colonel Jon-Michael, retires as Professor in the Department of Mechanical Engineering, after years 26 of service. Effective Date: 31 July 2024.

ROWE, Colonel Richard A., retires as Professor in the Department of Biology, after 33 years of service. Effective Date: 31 July 2024.

## **VII. APPOINTMENT OF EMERITUS**

The following retiring members of the faculty will be appointed to Emeritus status on the dates indicated:

COALE, Colonel James A., Professor in the Department of Human Performance and Wellness, after 45 years of service. Effective Date: 31 July 2024.

HARDIN, Colonel Jon-Michael, Professor in the Department of Mechanical Engineering, after 26 years of service. Effective Date: 31 July 2024.

ROWE, Colonel Richard A., Professor in the Department of Biology, after 33 years of service. Effective Date: 31 July 2024.

## **VIII. APPOINTMENT OF SERVICE OFFICERS**

BAIN, Staff Sergeant Robert, Instructor in the Department of Military Science. Effective Date: 10 January 2024.

BAKER, Captain Brendon J., Instructor in the Department of Aerospace Studies. Effective Date: 30 June 2024.

FINN, Colonel Ryan M., Detachment Commander and Professor in the Department of Naval Science. Effective Date: 1 July 2024.

FRANKLIN, First Lieutenant Samantha P., Instructor in the Department of Aerospace Studies. Effective Date: 30 June 2024.

HANSEN, Colonel Jody D., Detachment Commander and Professor in the Department of Military Science. Effective Date: 10 July 2024.

MARTIN, Sergeant First Class David A., Instructor in the Department of Military Science. Effective Date: 10 November 2023.

WOODS, Staff Sergeant Cortlin, Supply Sergeant in the Department of Military Science. Effective Date: 10 October 2023.

**IX. RELIEF OF SERVICE OFFICERS**

BRANNON, Colonel Joseph S., Detachment Commander and Professor in the Department of Military Science. Effective Date: 10 July 2024.

BROWN, Master Sergeant Alexander JR., Instructor in the Department of Military Science. Effective Date: 1 March 2024.

HOMIAK, Colonel Travis L., Detachment Commander and Professor in the Department of Naval Science. Effective Date: 1 July 2024.

## VIRGINIA MILITARY INSTITUTE

LEXINGTON, VIRGINIA 24450-0304

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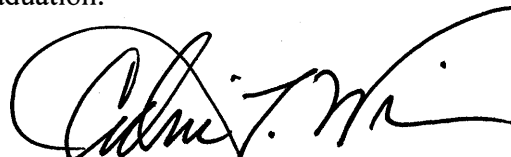
12 April 2024

**MEMORANDUM TO THE VMI BOARD OF VISITORS THROUGH THE ACADEMIC AFFAIRS COMMITTEE****SUBJECT:** Approval of the Graduation List**Background**

VMI grants degrees on 16 May, 15 September, 31 December, and 31 January. The Board of Visitors is charged with the responsibility of approving all graduates of the Institute. There were no 31 January 2024 graduates.

**Recommended Motion**

"The Academic Affairs Committee has considered the attached Graduation List (Enclosure (1)) dated 12 April 2024 for May 2024 graduates. The Committee recommends the Board of Visitors approve this preliminary list of graduates. 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.



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

## Potential Graduates – 16 May 2024

(Pending Final Certification)

<u>Full Name</u>	<u>Double Major</u>	<u>Home State</u>
<b>Bachelor of Arts Biology</b>		
Brandon Kendall Bauman		Virginia
Joshua Diesel Cheung	English	Connecticut
Benjamin Ray George		West Virginia
Jenna Denae Kirkland		Virginia
Katherine Thao Orndorff		Virginia
Nina Soleil Otto		Virginia
William Daniel Torres		Virginia
<b>Bachelor of Arts Chemistry</b>		
David Matthew Diaz		Florida
<b>Bachelor of Arts Economics and Business</b>		
Morgan Hope Anderson		Colorado
Jed Lee Barrett		Virginia
Zachary Kirkpatrick Biller		Virginia
John Cole Cathcart		Virginia
Thomas Owen Coble		Maryland
Warner Thomas Collier		Virginia
Adrian Franco Cox		Virginia
Reese Russell DeVries		Virginia
Luke Alexander Fegley		Pennsylvania
Garrett Everette Gradine		Virginia
Maxine Mary Gray-Barth		Florida
Noland Joseph Griffith		South Carolina
Jacob Ethan Griles		Virginia
Zackary David Hasenzahl		Texas
Anna Kay Heidepriem		Florida
Marquan El Jones		Virginia
Jacob Russell Kleinschuster		Virginia
William Chance Knox		West Virginia
Alexander Vincent Larou		Virginia
Charles Preston Lewis III		Virginia
Liam Matthew McBride		Virginia
Connor Maxwell McCarthy H		Virginia
Alexander Benedict Melvin Jr.		Virginia
Henry Winter Morgan		Virginia
Samuel Beau Pollock		Virginia
Maxwell Norman Redmond		Virginia
Jack Hamilton Rice		Virginia
Jacob Owen Sandquist		Ohio
Colby Alan Slade		Virginia
Aristotle John Stamos		Virginia
Stone Tristan Summers Ryan		Virginia

<u>Full Name</u>	<u>Double Major</u>	<u>Home State</u>
Tyler Clay Swaim		Virginia
Matthew Ross Sylvia Jr.		Virginia
John Aaron Taxiarchou		New Jersey
John Charlesworth Thompson		Virginia
Gabriel Rocco Tufaro		Virginia
Aidan James Twombly		North Carolina
Shane Garrett Washko		Virginia
Kyle Patrick Webster		Virginia
Davis Allman West		Virginia
Lucas Kai Wood		North Carolina
Joshua Thomas Yost		Virginia
<b>Bachelor of Arts English</b>		
Devon Ahmad Butler		Georgia
Kyle Harrison Dargis		Virginia
Connor Stephen Felts		Virginia
Ethan Patrick Forbes		Virginia
William David Garbett		Virginia
Andrew Jabob Granger		Georgia
Brianna Heather Havron		Virginia
Brian Michael Jackson		Illinois
Robert Brayden Jones		Colorado
Jonathan Patrick Krueger		Virginia
William David Longacher		Virginia
Jackson Guy Miller		Maryland
James Caleb Mueller		Virginia
Alexander Benjamin Oliver		Virginia
Jake Anthony Tominaro		Virginia
Caleb Nathan Ventura		Virginia
Jarrett Hunter Wolf		Virginia
<b>Bachelor of Arts History</b>		
Frederick Abbott Allner		Maryland
Payton Lawson Amos		Virginia
Dalen Thomas Armeni		Virginia
Eric Arthur Baer	Modern Languages & Cultures	Virginia
Gage Parker Bland		North Carolina
Connor Michael Carroll		Virginia
Patrick W Cavanaugh		New York
James Thomas Cockerham		Virginia
Christian Andrew Wells Cole		Virginia
Dalton Edward Cosner		Virginia
Jacob Stone Culbreath		Virginia
Michael Garrett Dale		Georgia
Patrick James Donahoe		Virginia

<u>Full Name</u>	<u>Double Major</u>	<u>Home State</u>
Alexander Carroll Ezzelle		Virginia
Henry Franklin Faircloth		Virginia
Justin Charles Faught		Virginia
Evan Clayborn Glasscock		Ohio
Bailey Parker Hall		Virginia
Jonathan Nathaniel Hedger		Virginia
Aiden Jeffrey Hill		Florida
Miles Marsalis Johnson		Ohio
Parker Howell Johnson		Virginia
Nolan Alexander Kinz		Massachusetts
Alexander Scott Lee		Kentucky
Liam Matthew Loughlin		New Jersey
Nathan William Lundy		Virginia
Julian Alfonso Major		Virginia
John William McCown	English	Virginia
Joseph Paul McNeil		Florida
John Gregory Paccassi		Virginia
Alexander Ryan Perry		Virginia
Jamison Garrett Pitts		Virginia
Joshua Brinkley Pointer		Virginia
Hunter Matthew Reed		Virginia
James Willaim Reid III		Virginia
Jacob Wyatt Richards		Virginia
Alexis Dorothy Rocker		New Jersey
Tyler James Schwartz		Virginia
Patrick Brian Sexton II		Texas
Ian Cole Struzzieri		Virginia
Luke Alexander Tarbox		California
Chook Boke Underdal		Virginia
James Blackwell Wickham		Virginia
Ethan Renzi Wise		New York
<b>Bachelor of Arts International Studies</b>		
Brandon Bainum		California
Ryan Michael Bostaph		Virginia
Anne Raisinger Bowles		Virginia
Valor Navarre Boyd		Texas
Tristen Dee Bray		North Carolina
Ruaidhri Padraig Burke	Modern Languages & Cultures	Maryland
Ruaidhri Padraig Burke	Modern Languages & Cultures	Maryland
Madison Louise Cappellano		Pennsylvania
Nicholas Shawn Clippinger		Virginia
Kenneth Charles Cooper		Florida
William Russell Davidson		Michigan

<u>Full Name</u>	<u>Double Major</u>	<u>Home State</u>
Benjamin Norman Tyree Dechert		Virginia
Emily Chase Dehlin	Modern Languages & Cultures	Virginia
Caleb Sewell Dufrene		Virginia
Christian Amadeo Ramsey Dutton		Virginia
Caleb Isaac Evans		North Carolina
Thomas Philip Hannon		Virginia
Pierce Seldon Harvey	History	Georgia
Andrew Dallas Hirneisen		Pennsylvania
Madison Lynn Hornig		Pennsylvania
Owen Matthew Houston		Virginia
Jacob Timothy Ibanez		California
Jarrood Joseph LaRosa		Georgia
Jillian Katherine Maher		Pennsylvania
Collin Robert Marks		Virginia
Benjamin Robert May	Modern Languages & Cultures	Colorado
Nathaniel Charles Mayfield		North Carolina
Luke David McDonald		North Carolina
Noah Richard McHugh		Ohio
Michael Patrick Menton		Virginia
Rommel Glen Meza		Virginia
John William Milenski III		Virginia
Bryson Amory Minear		Delaware
Luke Gabriel Moerder		Virginia
Maxwell Ruben Moreno		Kentucky
James Owen Pressler Morris		Virginia
David Nathaniel Morton		Virginia
James Michael Lee Murphy		Minnesota
Paul Ignatius Murray		Virginia
Robert Edward Myers		Florida
Travis William Northam		Virginia
Ryan Hayes O'Connor		Colorado
Luke Thomas Rose		Virginia
Riley Joseph Shultz		Illinois
Marshall Alexander Sloniker	Modern Languages & Cultures	Maryland
Devin Scott Thomas		Virginia
Zachary Todd Wallace		Virginia
Alexander Jeffrey Warr		Tennessee
Andrew Joseph Weston		Virginia
Hannah Taylor White		Maryland
Benjamin Edwin Wigert		Texas
Gabriele Elize Woodward		Texas
<b>Bachelor of Arts Modern Languages &amp; Cultures</b>		
Jonathan Steven Ballesteros-Novoa	International Studies	Virginia



<u>Full Name</u>	<u>Double Major</u>	<u>Home State</u>
Dakota Allen Lovejoy Birdsong		Ohio
Russell William Crouch		Missouri
Joseph Peter Franson		Virginia
Crimson Maize Holmes		Virginia
Barbara Louise Vinarao Keating		Virginia
Garret Thomas Kelenske	International Studies	Michigan
Garret Thomas Kelenske	International Studies	Michigan
Julian Ocean Kim		Virginia
Antonio Emile Lemus		Kansas
John Gordon McGarry II		Virginia
Nicholas Ethan New		Virginia
Abigail Grace Soyars		Virginia
<b>Bachelor of Science Applied Mathematics</b>		
Abigail Grace Basener		Virginia
Gabriel Andrew Calhoun		Colorado
David Andrew Clements		Virginia
Jeffrey Matthew George		Virginia
Adam Daniel Gild		Tennessee
Connor Scott Green		Virginia
Chase Alexander Lane		Kansas
Sarah Witter Liebenow		South Carolina
Han Chun Liu		Republic of China
Morgan Scott Magrisi		Virginia
Malcolm Xavier McIntosh		North Carolina
Anthony Louis Pearson		Virginia
Sebastian Mitchell Ramirez		Virginia
Komsun Samngamkeao		Thailand
Rukshana Rohinton Sarkari		Texas
Hagen Wayne Stewart		Florida
Matthew Jeffrey Zieg		Virginia
<b>Bachelor of Science Biology</b>		
Owen John Ahrens		Virginia
John Edward Barrett		West Virginia
Noah Tate Campbell		Virginia
Joseph Andrew Eller		Virginia
Gabriella Nicole Handford		Virginia
Kaylyn Alexandra Kates		Virginia
Christopher Norman Kushner		Virginia
Princeton Lou		California
Dylan M McNally		New Jersey
Liam Robert Murphy		Indiana
Miles Jude Ortiz		California
Elizabeth Mae Pickford		California

<u>Full Name</u>	<u>Double Major</u>	<u>Home State</u>
Elijah Divine Quamiley		Virginia
Anna Grace Rader		Virginia
Khunsig Michael Redmon		Washington
Brijesh Ryan Regeti		Virginia
Seth Aidan Rosario		New York
Sebastian Thomas Rivers Ruble		Virginia
William Jefferson Tarter III		Virginia
<b>Bachelor of Science Chemistry</b>		
Kurt Patrick Comber		New Jersey
Emma Marie Funkhouser		Virginia
Alexander Gong Mon		Virginia
Jeffry Jay Stober		Connecticut
Virginia Grace Townsend	International Studies	Virginia
<b>Bachelor of Science Civil Engineering</b>		
Grant Christopher Andrews		Tennessee
Conner Charles Ball		Virginia
Owen Michael Clifford		Pennsylvania
Antonio Leung Cortez		California
Ethan James Danielson		Virginia
Joyce Marie Ellis		Virginia
Joseph Addison Hagan V		Virginia
Joseph Christopher Heffron		Maryland
Christopher Hayse Hicks		Virginia
Carter Wayne Hugate		Virginia
James Caleb Hughes		North Carolina
Nicholas Westcott Hughes		Virginia
John Burch Janson		Virginia
Frederick Martin Junko III		Pennsylvania
Stephen Richard Kelley		Virginia
Daniel K Lee		Virginia
Thomas Michael Lees Jr.		Virginia
Michael Jacob Liberatore		Virginia
Thomas Edwin Luther		Virginia
David Joseph Nussbaum		Texas
Samuel Bryant Patterson		Virginia
Justin Timothy Peterson		Virginia
Lawrence Jessup Porter		Virginia
Peyton James Reingruber		Virginia
Zachary Bradley Schwegel		Virginia
Robert Rucker Slater III		Virginia
Roger Zachary Somers		North Carolina
Allen Wade Jr. Stewart		Virginia
Zachary Gunther Sturm		Virginia

<u>Full Name</u>	<u>Double Major</u>	<u>Home State</u>
Mohamed Sylla		Wisconsin
Zheng Yang Tang		New York
Kate Ashby Taylor		Massachusetts
Lawson Howard Thomas		Virginia
Jace Dean Thompson		Georgia
Anne Columbia Townsend		Virginia
Alexander William Vera		Virginia
Grace Ellington Wagner		Virginia
Kieran Francis Weldon		Virginia
Nathan Patrick Wineinger		Virginia
<b>Bachelor of Science Computer Science</b>		
Audrey Michelle Barbaza		Virginia
Kyle Lee Bordeaux		Virginia
Bijon Paris Bose		Virginia
Jordan Lee Coleman		Virginia
Reid Carl Cox		Virginia
Jacob Andrew Hill		Virginia
Joseph Timothy Hipp		Virginia
Jacob Ray Johnston		Virginia
Izaak Andrew Kersey		Virginia
Chi Hsien Li		Republic of China
Joshua Reynaldo Licon		Virginia
Peter Matthew Major		New York
Dylan Eugene Palmer		Pennsylvania
Kolby Wayne Quigg		Virginia
William Steeves Riley		Virginia
Braedyn Andrew Easton Rose		Virginia
Mark Luthur Shelton II		Virginia
Ethan Saflor Chanco		Florida
Charles Bwaani Male Jr.		Virginia
Owen Mitchell Rosen		Indiana
Alyssa Brooke Ingerson		Virginia
<b>Bachelor of Science Electrical and Computer Engineering</b>		
Jacob Daniel Clift		Virginia
Jesse Janette Dennis		North Carolina
John Thomas Lightfoot IV		Virginia
John W Liselli		Colorado
Robert Leo Moran	Civil Engineering	Virginia
Timothy Keith Palmer Jr.		Virginia
Stone Matthew Petersen		District of Columbia
Kyle Logan Pickett		Georgia
Sudarshana K T Rajagopal		Virginia

<u>Full Name</u>	<u>Double Major</u>	<u>Home State</u>
Lynda Ghita Toumi		Virginia
Jonathan Tumwikirize		Virginia
Connor Michael Vayette		Virginia
William Raymond Weigeshoff		Virginia
<b>Bachelor of Science Mechanical Engineering</b>		
Ethan Cole Barrett		Virginia
Francis Raymond Boehling Jr.		Virginia
Maximillian Kerr Bradley		Pennsylvania
Stephen James Castle		Virginia
Justin Y. Chow		California
Colby Matthew Doyle		Virginia
Robert Samuel Estes		Virginia
Ella Marie Flickinger		Pennsylvania
Mark Anthony Gaughan V		Virginia
William Andrew Graham		Virginia
Reid McKissick Hampton		Florida
Jarrett Taylor Herndon		North Carolina
Jacob Adam Leonard		Virginia
Wei Liou Jr.		Republic of China
Joshua Kyle Mayo		North Carolina
Ulrich Marius Meintjes		Texas
Caleb Douglas Menders		Virginia
Jakub Adam Mihulka		Maryland
Alton Wood Moon		Pennsylvania
Suttipat Muangna		Thailand
Alexander John Salisbury		Virginia
Herbert Reynolds Short III		Virginia
Joseph Matthew Slezak		Virginia
Zakary Kent Staley		Maryland
Luke Thomas Stann		Virginia
Lydia Nicole Stephens		Virginia
Akhil Ramalingareddy Thadur		Arizona
Dillon Clay Tidwell		Tennessee
Jack Holland Whitmore		Virginia
Keanu Matthew Williams		North Carolina
<b>Bachelor of Science Physics</b>		
Julius In Sung Chung		California
Joel Orlando Diaz		Virginia
Thomas Glenn Esselman		Wisconsin
Faith Elaine Guy	Applied Mathematics	North Carolina
James Wade Hebert		Virginia
Robert Wheeler Hudson		Virginia
Castro Christopher Lopez Castro		New York

<u>Full Name</u>	<u>Double Major</u>	<u>Home State</u>
Mitchell Wayne Meyer	Applied Mathematics	Virginia
Nicholas John Rozsa		South Carolina
Talli Renee Tarring		Virginia
Shane Patrick Wise		Maryland
<b>Bachelor of Science Psychology</b>		
Alexander William Arnold		Ohio
Christopher Michael Bethea		Virginia
Riley Jay Briseno		Virginia
Travis Stuart Buchanan		Georgia
Natalie Gayle Clark		Virginia
Brett Alexander Cook		Virginia
Noble David Dodge		Virginia
Isaac Scott Dolph		Virginia
Brandon Dorian Escobar		Maryland
Travis Scott Fridley		Virginia
Daniel Augustous Galvez		Virginia
Cole Steven Garrett		Virginia
Calin Andrew Green		Tennessee
Benjamin Luke Greer		Virginia
Katelynn Grochalski		Pennsylvania
Jillian Rose Hall		Connecticut
Matthew William Hatcher		Virginia
David Milton Hess Jr.		Virginia
Adam Chendeb Hoffman		Pennsylvania
Rachel Elizabeth Hudgins		Virginia
Cole Anderson Jenkins		Virginia
Crews Alexander Jones		Virginia
Jackson Walker Kamb		South Carolina
Joshua Bradley Knapp		Maryland
Jeffrey Felipe McBeth Jr		Virginia
Ryan Keith McBride Jr.		Virginia
Tanner Lloyd Nelson		Virginia
Caragh Siobhan Osborne		California
Andrew John Partridge		Virginia
Kaleb Carter Priddy		Ohio
Mason James Rudolfs		Maryland
James Patrick Selton		Virginia
Justin Bruce Starke		Virginia
Grant Tyler Swinehart		Virginia
Matthew Michael Vigil		Virginia
Devin Amos Watkins		New Hampshire
Tyler Scott Watson		Maryland
Austin Matthew White		Virginia

<u>Full Name</u>	<u>Double Major</u>	<u>Home State</u>
Henry Barrett White		Virginia
Mark Robert Wright		Virginia

Bachelor of Arts Degrees: 176  
Bachelor of Science Degrees: 195  
Total: 371

## VIRGINIA MILITARY INSTITUTE

LEXINGTON, VIRGINIA 24450-0304

OFFICE OF THE SUPERINTENDENT

Phone 540-464-7311

Fax 540-464-7660

Virginia Relay/TDD dial 711

12 April 2024

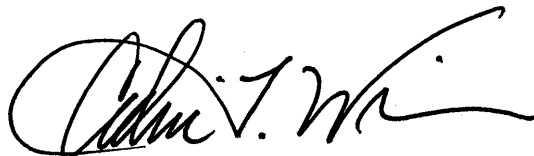
**MEMORANDUM TO THE VMI BOARD OF VISITORS THROUGH THE ACADEMIC AFFAIRS COMMITTEE****SUBJECT:** Approval of Jackson-Hope Grants**Background**

The Jackson-Hope Fund was established to fund grants for (a) discreet academic initiatives; (b) independent curriculum assessment, development, implementation, and innovation; (c) faculty and career development; (d) innovative academic projects, programs, and proposals put forth by the Institute; and (e) any area of academic enhancement as shall benefit VMI. Each year, as part of VMI's strategic planning process, the Jackson-Hope Board of Overseers meets with the Superintendent and the Dean of the Faculty to consider grant requests. Grant proposals must be consistent with VMI's Strategic Plan and must include proposed expenditures, benchmarks, and performance standards. The VMI Board of Visitors must approve all fund appropriations for acceptance.

On 9 April 2024, the Jackson-Hope Board of Overseers funded five grant proposals for the 2023-24 through 2028-29 academic years for a total of \$1,702,000. Enclosure (1) summarizes the grants.

**Recommended Motion**

"The Academic Affairs Committee has considered the proposals approved for funding by the Jackson-Hope Board of Overseers at its 9 April 2024 meeting. I recommend that the Board of Visitors approve these appropriations."



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

**Jackson-Hope Grants Awarded - 2023-24 through 2028-29**

1.	CIS Cadet Research Laboratory – Updated* (2023-2024)	\$4,000
2.	Faculty Development (2024-2025)	\$153,000
3.	Faculty Recruiting (2024-2025)	\$70,000
4.	New Directions in Teaching and Research (2024-2025)	\$25,000
5.	VMI Center for Undergraduate Research (2024-2029)	\$1,450,000

\* The original grant, approved in April 2023, was in the amount of \$23,000. An additional \$4,000 was approved to account for additional costs above the original estimate.



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12 April 2024

**MEMORANDUM TO THE VMI BOARD OF VISITORS THROUGH THE ACADEMIC AFFAIRS COMMITTEE****SUBJECT:** Approval of Changes to the Faculty Handbook**Background**

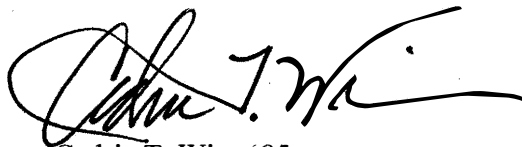
The Board of Visitors is charged with the responsibility of approving changes in VMI regulations. The *Faculty Handbook* was last updated in January 2024. The following changes to the *Faculty Handbook – January 2024* have been approved by the Academic Board, and are submitted for the approval of the Board of Visitors:

- Tenure and Promotion Calendars – Enclosure (1);
- External Letters for Tenure and Promotion – Enclosure (2);
- Faculty Advisory Council Service Eligibility – Enclosure (3).

The *Faculty Handbook* with the proposed changes is renamed the *Faculty Handbook – May 2024*.

**Recommended Motion**

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



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

## Tenure and Promotion Calendars

The following, proposed changes to the “Tenure and Promotion Review Process” in the Faculty Handbook (pp. 42-47) would (a) move the due date for the submission of draft materials by tenure and promotion candidates to the department from 1 November to 15 October, and (b) add an opportunity for a promotion candidate to rebut or challenge departmental recommendations or minority reports:

### C. TENURE AND PROMOTION REVIEW PROCESS...

2. The annual timetable for **tenure and mid-tenure review** is normally as follows:

~~November 1~~October 15 – Candidates submit draft materials to department for review.

### Tenure and Mid-Tenure Calendar

Date	Event
Between August 30 and September 15	The Tenure and Promotions Committee hosts an open Faculty Informational Forum for Tenure and Promotions.
15 September	Dean Announces candidates for Tenure and Mid-Tenure Review
30 September	Department Head meets with candidate.
<del>1 November</del> <u>15 October</u>	Candidate submits draft materials to the Department.
15 November	Department tenured members complete review of candidate’s materials. Candidate receives department recommendations for review.
7 December	Candidate’s rebuttal due to the Department.
14 December	Department Head forwards recommendations to the Dean. Candidate submits final portfolio of materials to the Dean.
1 March	Tenure and Promotion Committee sends reports on each candidate to the Dean.
15 March	Superintendent receives Tenure and Promotions reports and the Dean’s recommendations.
1 May	Superintendent submits approved candidates to the Board of Visitors.

3. The annual timetable for **promotion** review is normally as follows:

~~November 1~~October 15 – Candidates submit draft materials to department for review.

**November 15** – If the Department Head determines that the faculty member meets...

December 7 – The candidates submit to the department any rebuttal or challenge to the written department recommendations.

### Promotion Calendar

Date	Event
Between August 30 and September 15	The Tenure and Promotions Committee hosts an open Faculty Informational Forum for Tenure and Promotions.
15 September	Dean informs Department Heads of those members eligible for promotion.
1 October	Department Heads notify Dean of intentions to recommend members for promotion.
<del>1 November</del> <u>15 October</u>	Candidates submit draft materials to department for review.
15 November	Department Heads complete reviews of promotion candidates with department tenured members.
<u>7 December</u>	<u>Candidate's rebuttal due to the Department.</u>
14 December	Department Heads forward written recommendations for promotion to the Dean. Candidates submit portfolio of materials to the Dean.
1 March	Tenure and Promotion Committee submits reports on each candidate to the Dean.
15 March	Superintendent receives Tenure and Promotion Committee's reports and the Dean's recommendations.
1 May	Superintendent submits approved candidates to the Board of Visitors.

## External Letters for Tenure and Promotion

The following, additional language explicitly permitting tenure and promotion candidates to solicit and submit up to three letters of recommendation from experts external to VMI would be added under the December 14 entry in the annual timetable for tenure and mid-tenure review on p. 44:

**December 14** – Department Heads submit to the Dean a written recommendation for each candidate for promotion.

Also by this date, the candidate for promotion will submit to the Dean a final portfolio of materials in support of his or her candidacy. The Associate Dean for Academic Affairs will provide official annual reviews for each candidate's portfolio. The Associate Dean for Academic Affairs also will be responsible for developing, implementing, and maintaining a security policy for electronically submitted materials.

At the end of business on December 14, candidate files are sealed and released to the Chair of the Tenure and Promotions Committee.

As part of their portfolio of materials for tenure or promotion consideration, the candidate may solicit and submit as many as three letters of recommendation from scholars or professional practitioners external to VMI who can speak from an informed position to the candidate's accomplishments. These letters should explicitly evaluate the candidate's professional achievement to date, particularly as it pertains to the Institute's Statement on Faculty Expectations in the domains of Scholarly Engagement and/or Professional Citizenship. The Tenure and Promotion Committee shall not consider the absence of such letters to be detrimental to a candidate's case for tenure or promotion.

## Faculty Advisory Council Service Eligibility

The following revision to the “Service Eligibility” clause governing the Faculty Advisory Council (FAC) (p. 8) would prohibit members of the Tenure and Promotion Committee from serving on the FAC, and would direct FAC members who are appointed as Department Heads/senior administrators or (s)elected to the Tenure and Promotion Committee to resign their seats on the FAC:

### c. Service Eligibility

Every full-time tenured member of the faculty (associate and full professor) is eligible for election to the FAC from their respective academic division, with the exception of (a) current Department Heads; (b) faculty members holding full-time administrative positions (e.g., the Dean and Associate Dean); [\(c\) sitting and elected/selected members of the Tenure and Promotion Committee](#); and ~~(e)~~ [\(d\) incumbent members of the FAC who have reached their term limit \(see below\)](#). The names of all faculty eligible for election to the FAC shall appear on the FAC election ballot for their respective divisions. Any member of the faculty who is elected to the FAC may subsequently decline to serve on the FAC. [Sitting FAC members who are assigned to disqualifying duties as described in \(a\) through \(c\) above must resign their position on the FAC prior to assuming their new duties.](#)

# VIRGINIA MILITARY INSTITUTE

LEXINGTON, VIRGINIA 24450-0304

## APPENDIX VIII

OFFICE OF THE SUPERINTENDENT

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Virginia Relay/TDD dial 711

12 April 2024

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

**SUBJECT:** Approval of Curricular Changes

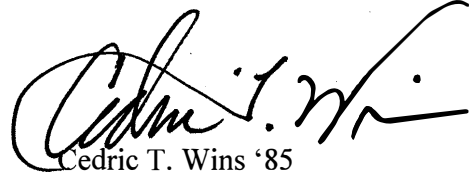
#### **Background**

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:
  - International Studies Major Curricular Changes – Enclosure (1)
  - Replace Biology Concentrations with a Biology Minor – Enclosure (2)
  - Physics Major Curricular Changes – Enclosure (3)
  - Mechanical Engineering Major Curricular/Course Changes – Enclosure (4)
  - Economics and Business Major Curricular Change – Enclosure (5)
  
- Name Changes:
  - The Civil and Environmental Engineering Department proposed changing the name of CE 409 from “Hazardous Waste Treatment and Site Remediation” to “Environmental Site Remediation.”
  - The Chemistry department proposed changing the name of its “Chemistry, B.S. - Pre-Medical Track” to “Chemistry, B.S. - Biochemistry/Pre-Medical Track.”
  
- New Courses – Enclosure (6):
  - GR 333 – In the Shadow of the Berlin Wall: Germany from the Cold War to Reunification, 1961-1990 (3-0-3)
  - EE 461 – RF Circuit Design-I (2-2-3)
  - EE 462 – RF Circuit Design-II (2-2-3)
  - MA 339 – Introduction to Python (1-0-1)
  - MA 340 – Introduction to R Programming for Data Science and Statistics (1-0-1)
  - MA 349 – Introduction to VBA Programming (1-0-1)
  - IS 333 – Politics in the Middle East (3-0-3)
  - PY 101 – Fundamentals of Physics (3-0-3)
  - ME 426 – Mechatronics (3-0-3)
  - BU 212 – Principles of Accounting (3-0-3)

**Recommended Motion**

“The Academic Affairs Committee has considered the recommended Curricular Changes dated 12 April 2024. I move that the Board of Visitors approve these Curricular Changes and that they be made part of the minutes.”

A handwritten signature in black ink, appearing to read "Cedric T. Wins '85". The signature is fluid and cursive, with a large initial "C" and a distinct "W".

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

## International Studies Curricular Changes

The International Studies and Political Science (ISPS) Department proposed the following, changes to the International Studies (IS) major curriculum:

1. **Replace the requirement for IS majors to complete IS 210 – American Government with HI 300 – Constitutional History.** IS 210 has been a required course in the IS curriculum since the major's inception, and it has been something of an outlier as no other courses in the IS curriculum focus on the domestic political aspects of the American system. For nearly ten years, IS 210 has been taught exclusively by adjuncts while the full-time ISPS faculty have focused on instruction of the IS curriculum's core, substantive topics of international relations/security studies and cross-national comparative politics. As the Institute and the History Department move towards implementing HI 300 as a Core Curriculum requirement, HI 300 would fulfil the role filled by IS 210 in the current IS curriculum while enabling IS majors to be the first major to incorporate HI 300 as a curricular requirement.
2. **Course Prerequisites.** The ISPS Department proposed the introduction of a small number of prerequisites to ensure the timely, sequential completion of core, required courses at the 200, 300, and 400 levels. Following are the proposed changes:
  - a. Set the (aggregate) completion of IS 201 (Introduction to International Studies), IS 220 (International Politics), and IS 230 (Comparative Politics) with grades of C or better as prerequisite for enrollment in IS 301 (Techniques of Computer Analysis) for all IS majors.
  - b. Set the completion of IS 301 with a grade of C or better as prerequisite for enrollment in IS 401W (Capstone) for all IS majors.



## Replace Biology Concentrations with a Biology Minor

The Biology Department proposed to eliminate its two concentrations, in Biochemistry and Molecular Biology (BMB) and Ecology, Conservation, and Organismal Sciences (ECOS), and replace them with a Biology minor, which would be available to all majors. The Department feels these concentrations have become poorly used and do not offer much added value for the Biology program or for the Institute. For example, Biology majors with interest in chemistry have typically pursued a Chemistry minor as opposed to the BMB concentration. Biology currently offers a wide variety of courses in the major, many of which are beneficial to students in other majors. By transitioning to a Biology minor, the Department would be able to serve more students from other majors.

Biology minors would complete the introductory sequence currently taken by many first-year students as part of the Core Curriculum science requirement, or the introductory sequence taken by Biology majors. Biology minors would also take upper-level courses as described below, for a total of 20 credits of Biology courses. Following are the proposed requirements:

- Complete one of the two introductory sequences:
  - BI 101, General Biology I and BI 102, General Biology II; or,
  - BI 111, Fundamentals of Biology I, BI 112, Fundamentals of Biology II, and BI 113, Fundamentals of Biology III.
  
- Complete additional, upper-level Biology courses for a total of 20-credits hours in Biology. At least one course must be completed from at least two of the following groups of courses:
  - Organismal Biology  
  
BI 216, Animal Behavior BI 217, General Botany BI 301, Nematology  
BI 304, Comparative Vertebrate Morphology BI 307, Vertebrate Biology  
BI 313, Microbiology  
BI 321, Invertebrate Zoology BI 326, Parasitology
  
  - Cell and Molecular Biology  
  
BI 204, Physiology  
BI 210, Comparative Animal Nutrition  
BI 303, Developmental Biology  
BI 335, Neurobiology  
BI 346, Genetics  
BI 404, Cell Biology  
BI 406, Virology  
BI 411, Immunology  
BI 430, Molecular Biology

- Ecology, Evolution, and Environmental Biology

- BI 219, Conservation Biology

- BI 250, Analysis of Environmental Issues

- BI 310, Evolution

- BI 311, Aquatic Ecosystems

- BI 312, Ecology

- BI 325, Ecological Biochemistry

- In addition to meeting the course and credit requirements, a minimum GPA of 2.0 for Biology coursework will be required to successfully complete the minor.

## Physics Major Curricular Changes

The Physics and Astronomy Department proposed the following changes to the Physics major curriculum:

- Fall of fourth-class year, drop CH 137 and CH 117 replace it with new, 3-credit course PY 101 – Fundamentals of Physics (submitted in a separate proposal);
- Spring of fourth-class year, drop CH 138 and CH 118, replace it with a 3-credit free elective;
- Fall of second-class year, add a 1-credit free elective;
- Reduce the total hours in the curriculum from 137 to 136.

Currently, fourth-class Physics majors are required to take 18.5 credits hours each semester. Many cadets struggle with the course load, which includes both the general physics and the chemistry introductory sequence with labs. The combination of 18.5 credit hours with the two lab sciences, while in the Ratline, is challenging even for Rats that enter VMI well prepared for college. As a result, many fourth class Physics majors have very low GPAs or drop courses because they are failing. Recovering from either scenario is complicated and often leads to cadets changing majors, being placed on academic probation, or leaving VMI. In addition, the 2022 external review team recommended the Department reduce the number of required courses and increase the number of electives in the Physics curriculum. Therefore, to facilitate greater academic success in the fourth-class year, and to implement recommendations from the external reviewers, the Department proposed removing the chemistry requirement from the Physics curriculum. Instead, fourth-class Physics majors would take the new PY 101 course in the fall semester, which is designed to teach these cadets the necessary skills to succeed in the major. In the spring semester, fourth-class Physics majors would take a three-credit free elective. The proposed changes to the curriculum would offer a more manageable workload for fourth-class Physics majors. In addition, the changes would add four credits of free electives to the curriculum: three in the fourth-class year and one in the second-class year.

## Mechanical Engineering Curricular/Course Changes

The Mechanical Engineering (ME) Department proposed the following changes to its major curriculum:

- **Elective Requirements.** The Department proposed the following changes to its major elective requirements:
  - Change 3 hours of Math/Science electives to 3 hours of ME electives;
  - Change 3 hours of Technical electives to 3 hours of ME electives.

Changes in ABET standards regarding curriculum have reduced the number of total required college-level mathematics and basic science credit hours from 32 hours to 30 hours. ME currently requires 33 college-level mathematics and basic science credit hours as a part of the major curriculum, with 3 hours being reserved as a Math/Science Elective. Additionally, during the last two ABET accreditation visits (2012, 2018), reviewers verbally expressed concerns about the limited number of ME elective course offerings. Therefore, the proposal would align the major curriculum with the current ABET accreditation standards, and it would implement recommended changes from the last two accreditation visits.

- **Course Sequencing.** The Department proposed the following changes to the sequencing in which courses are taken in the major curriculum:
  - Move ME 314 (Fluid Mechanics) from spring of the second-class year to fall of the second-class year;
  - Move EC 322 (Engineering Economics) from fall of the second-class year to fall of the first-class year;
  - Move the Civilizations and Cultures elective from fall of the second-class year to spring of the second-class year;
  - Move a Human Performance and Wellness elective from fall of the first-class year to fall of the second-class year.

The reason for these changes is to move ME-314 (Fluid Mechanics) which is typically taught to ME second-classman during spring semester, to the 2nd class year fall semester.

Currently, teaching ME 314 (Fluid Mechanics) in spring of the second-class year places it out of sequence compared to other mechanical engineering programs. Typically, this course is taught prior to students taking ME 336 (Heat and Mass Transfer) as students learn fundamental concepts needed for ME 336 in ME 314. Changing the sequencing of ME 314 necessitates the other proposed sequencing changes in order to keep credit hours balanced within the major curriculum.

- **Course Credit Changes.** The Department proposed the increases to the credit hours associated with the following design courses:
  - ME 243 – ME Design Competition Participation (0-1-0.5) to (0-2-1);
  - ME 244 – ME Design Competition Participation (0-1-0.5) to (0-2-1);

- ME 343 – ME Design Competition Participation (0-1-0.5) to (0-2-1);
- ME 344 – ME Design Competition Participation (0-1-0.5) to (0-2-1).

These four courses are offered to ME majors participating on a design competition team (e.g., Baja SAE team). Cadets have begun taking these courses to learn more about automotive engineering as opposed to simply working on the design/fabrication of a competition project; the original intent of these courses. The proposed changes would enable the Department to cover additional automotive engineering information in addition to the hands-on experience of designing, building, and analyzing projects. In addition, the increased credit hours would enable cadets who participate in at least three semesters of design competition to use those credits to satisfy a 3-hour elective requirement.

## **Economics and Business Major Curricular Change**

The Economics and Business (ECBU) Department proposed replacing BU 210 – Financial Accounting and BU 211 – Managerial Accounting with the new BU 212 – Principles of Accounting (contingent upon its approval) as the only required accounting course in the ECBU curriculum.

Following is the basis for this proposal:

- AACSB, our accrediting body, AACSB, does not prescribe a minimum number of accounting hours required in a general, undergraduate business degree;
- It is common in business schools to require general business majors to complete only one combined accounting class, because they do not require the depth of accounting knowledge provided by taking both BU 210 and BU 211;
- Some topics currently covered in Managerial Accounting are covered in other required courses, such as Business Finance;
- The ECBU Department has only one full-time accounting faculty position, and qualified, accounting adjunct faculty are extremely hard to find;
- The typical matriculating class requires three sections of both BU 210 and BU 211 to meet student demand, which is difficult to staff without adjunct support.

Therefore, the proposed change would more closely align VMI's ECBU program with accreditation standards and other business programs while simultaneously easing the pressure on the Department to staff six required sections of accounting with one full-time accounting faculty.

## New Course Descriptions

### **GR 333 – In the Shadow of the Berlin Wall: Germany from the Cold War to Reunification, 1961-1990 (3-0-3)**

Course Description: This course will address the issues that weighed on the minds of Germans during the 1960s, 1970s and 1980s. Themes will include coming to terms with the Nazi past, tensions of the Cold War (including Western integration and Ostpolitik), the economic and social integration of guest workers and the images that the two Germanies projected to the world. Readings (in English) will be taken from journalists and artists who lived during this time, including Heinrich Böll, Fritz Stern ("Five Germanies I Have Known"), Rudolf Augstein, editor-in-chief of Spiegel magazine and Marion Gräfin Dönhoff, managing editor of the weekly "Die Zeit". We will also examine eyewitness accounts of important events. This course does not include a foreign language component and cannot be used toward a language requirement for language credit.

### **EE 461 – RF Circuit Design-I (2-2-3)**

Course Description: This RF circuit design course introduces cadets to high-frequency passive circuit analysis and design, focusing on transmission lines, microwave network analysis (s-parameters, impedance matching with the Smith chart), and key microwave passive components (e.g., power dividers, couplers). The concurrent hands-on lab sessions emphasize proficiency with Advanced Design System (ADS), a leading industry-standard software for high-frequency circuit and system design, covering linear and non-linear electrical schematic analysis, electromagnetic (EM) simulation, and co-simulation. The course features comprehensive projects involving the design and PCB fabrication of microstrip versions of these components. Cadets also gain practical experience in component measurement using a vector network analyzer (VNA).

### **EE 462 – RF Circuit Design-II (2-2-3)**

Course Description: This second course on radio-frequency (RF) circuit design aims to introduce cadets to the fundamentals of high-frequency active circuit analysis and design. Specifically, in this course, cadets will learn basic concepts of RF transistor amplifiers, low-noise amplifiers (LNAs), broadband amplifiers, and power amplifiers. Power gain equations, conjugate match, stability considerations, gain and noise circles, DC bias networks, and balanced amplifiers will be the main focus of this course. In the accompanying lab sessions, cadets will learn the Advanced Design System (ADS)-a leading industry-standard software for high-frequency circuits and systems design. Both linear and non-linear electrical (schematic) analyses, as well as electromagnetic (EM) and EM co-simulation, will be introduced in the context of amplifier design. Furthermore, cadets will complete a hands-on project on the design and PCB fabrication of a microstrip RF amplifier, and they will measure its performance using a vector network analyzer (VNA), signal generator, and power meter.

### **MA 339 – Introduction to Python (1-0-1)**

Course Description: This course is an introduction to the Python programming language. In this course, you will learn the basic syntax required to write programs in Python. The course assumes you have learned at least one programming language and are comfortable with basic flow control (if-statements, for-loops, etc.).

### **MA 340 – Introduction to R Programming for Data Science and Statistics (1-0-1)**

Course Description: This 300-level course is an introduction to programming with R, a language for statistical computing and graphics. The topics covered include basic operations on vectors, matrices, and data frames. Students also learn how to use R functions for data analysis, like data manipulation, obtaining summary of data, data visualization, data cleansing, and fitting models. Prerequisite: MA-220 or EC-303 or PS-205.

### **MA 349 – Introduction to VBA Programming (1-0-1)**

Course Description: This course is an introduction to Visual Basic for Applications (VBA). We will create VBA code to solve problems with automated solutions in Excel. Topics include, but are not limited to, basic syntax, macros, subroutines, loop structures, logic, I/O, and general data management. This is intended for those who have had some programming experience and at least a basic understanding of Excel.

### **IS 333 – Politics in the Middle East (3-0-3)**

Course Description: The Middle East and North Africa (MENA) countries continue to occupy a substantive role in World Politics. What is the region that we call MENA, and how do we study it? Why do some MENA countries struggle with implementing democracy and advancing their economy? Could their shortcomings be explained through institutional, structural factors or foreign influence? How can we explain the rise of terrorist groups originating from the region? In this introductory course we seek answers to such questions. The first part of the course is thematic, focusing on broad trends in the region. In the second part we analyze specific country-cases. Following the completion of this course, cadets will gain in-depth knowledge of the region to produce their own research.

### **PY 101 – Fundamentals of Physics (3-0-3)**

Course Description: This is a one-semester courses designed to introduce physics students to fundamental skills and techniques commonly used by practicing physicists. Topics include logical reasoning and application of physics and mathematics to problem solving, introduction to Excel and other programming tools, exploration of various fields of physics, with emphasis on common practices and professionalism in the field.



**ME 426 – Mechatronics (3-0-3)**

Course Description: Design of electromechanical systems. Passive and active electrical components will be covered, in addition to practical driver circuitry and amplification circuits. Sensors, actuators, and microcontrollers introduced via project-based instruction. (3-0-3).  
Prerequisite: EE-351.

**BU 212 – Principles of Accounting (3-0-3)**

Course Description: This course is designed to teach students the fundamental principles of accounting, including foundational concepts from financial and managerial accounting.

**VIRGINIA MILITARY INSTITUTE**

LEXINGTON, VIRGINIA 24450-0304

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4 May 2024

**TO:** The Board of Visitors

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

**SUBJECT:** VDOT Property Roadway Acceptance – Saunders Drive

VMI is requesting that the Virginia Department of Transportation (VDOT) include Saunders Drive as part of the State Road System. The existing main roads on the VMI Post are currently included in the State Road System and are eligible for maintenance and operations support.

**Recommendation:**

It is recommended that the Board of Visitors adopt the attached resolution requesting VDOT to assume maintenance responsibility of Saunders Drive.



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



The Board of Visitors of the Virginia Military Institute, City of Lexington, VA, in regular meeting on the \_\_\_ day of \_\_\_\_\_, 20\_\_, adopted the following:

### **RESOLUTION**

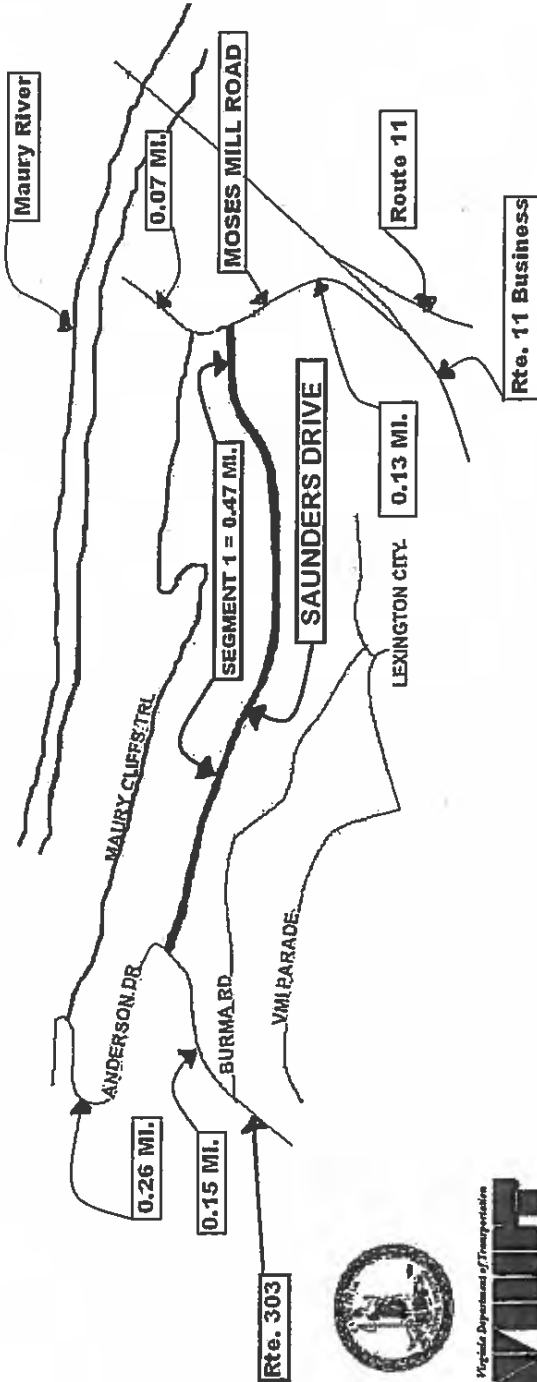
WHEREAS, the Board of Visitors of the Virginia Military Institute has established a road situated within the grounds of its property; and

WHEREAS, the road has been established and constructed to the standards set forth by the Virginia Department of Transportation; and

NOW, THEREFORE, BE IT RESOLVED the Board of Visitors of the Virginia Military Institute requests the Commonwealth Transportation Commissioner to assume maintenance of the segment of road beginning at the intersection of Moses Mill Road, City of Lexington, VA and terminating at Anderson Road, Route 303, as shown on sketch dated January 9, 2012, located within the property of the Virginia Military Institute and allow the institution to retain police powers over such road according to § 33.1-33, Code of Virginia, 1950, as amended.

William J. Wyatt, Jr.  
Colonel  
Executive Officer to the Superintendent and Acting  
Secretary to the VMI Board of Visitors

Date: 4 May 2024



Using the DACSS application, please submit Form AM-412 for each roadway segment and the entire project including the mileage and the pavement types reflecting post-construction conditions.

Staunton District  
Lexington Residency

VIRGINIA MILITARY INSTITUTE, LEXINGTON, VA  
INSTITUTION STREET, ROUTE 303  
ADDITION DUE TO NEW CONSTRUCTION  
Completed and Inspected January 9, 2012

Section of Primary Road to be Added (633.1-34)

ROUTE	ACTION	SEGMENT	STATION	LENGTH
303	ADDITION	1	FROM: ANDERSON DRIVE, VMI RTE. 303, STATION 0+00 TO: MOSES MILL ROAD LEXINGTON, VA STATION 24+90	0.47 MI.

# VIRGINIA MILITARY INSTITUTE

LEXINGTON, VIRGINIA 24450-0304

APPENDIX X

OFFICE OF THE SUPERINTENDENT

Phone 540-464-7311

Fax 540-464-7660

Virginia Relay/TDD dial 711

4 May 2024

**TO:** The Board of Visitors

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

**SUBJECT:** Proposed Operating Budget FY 2025

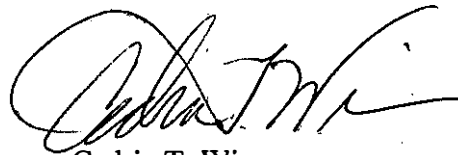
The FY 2025 Operating Budget proposal includes a tuition and fee increase of 2.9% for both in-state and out-of-state cadets, with total in-state tuition and fees of \$32,356 and total out-of-state tuition and fees of \$63,948. The total budget for all programs totals \$119.04 million for an increase of \$4.5 million or 3.9% from the original FY 2024 budget. The overall increase in VMI's total operating budget is primarily attributable to State mandated compensation increases and increased funding from the State. The budget includes projected use of reserve funds of \$2.285 million.

The Fall 2024 opening enrollment is budgeted to be 1,559 and includes 495 new cadets with 62.4% of the total Corps from Virginia. This is a budgeted enrollment decrease from the FY 2024 budget of 2.4% and is less than the FY 2024 actual of 1,585. The decrease is attributable the graduation of the Class of 2024 which was the largest matriculating class in VMI history. The average enrollment for FY 2025 is projected to be 1,482 compared to 1,517 in FY 2024.

The budget provides for a 3% State-initiated salary increase for employees and State-mandated increases in employer contribution rates for health insurance.

The following motion is recommended:

“The VMI Board of Visitors approves the FY 2025 VMI Operating Budget which includes an increase in tuition and fees of 2.9% for both in-state and out-of-state cadets.”



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



## Tuition and Fees--Regular Session

	2024	2025	Inc (Dec)	%
<b><i>Tuition</i></b>				
Virginia Cadet	10,076	10,368	292	2.9%
NonVirginia Cadet	40,778	41,960	1,182	2.9%
<b><i>Room</i></b>				
	3,290	3,386	96	2.9%
<b><i>Board</i></b>				
	7,700	7,924	224	2.9%
<b><i>Auxiliary Fees</i></b>				
Athletic	3,950	4,064	114	2.9%
Medical	576	592	16	2.8%
Cadet Facilities/Activities	2,486	2,526	40	1.6%
Total	7,012	7,182	170	2.4%
<b><i>Quartermaster Charges</i></b>				
Laundry/Pressing	470	484	14	3.0%
Haircuts	324	334	10	3.1%
Uniforms/UMA Activities	2,602	2,678	76	2.9%
Total	3,396	3,496	100	2.9%
Total Virginia Cadet	<b>31,474</b>	<b>32,356</b>	882	2.8%
Total NonVirginia Cadet	<b>62,176</b>	<b>63,948</b>	1,772	2.8%

## POLICY GUIDELINES

## JONATHAN MYRICK DANIELS '61 HUMANITARIAN AWARD

**Purpose:** The Jonathan Myrick Daniels '61 Humanitarian Award emphasizes the virtue of humanitarian public service and recognizes individuals who have made significant personal sacrifices to protect or improve the lives of others. The award affords cadets a continuing reminder that it is possible to embody and display heroic qualities of honor, loyalty, and devotion at any age and in any circumstance.

**Background:** Jonathan Daniels, valedictorian of the VMI Class of 1961, was a seminarian at the Episcopal Divinity School in Cambridge, Massachusetts in 1965 when he answered the call of Dr. Martin Luther King, Jr. for clergy to assist with civil rights and voter registration efforts in Alabama. On August 20, he made the ultimate sacrifice, offering his life for that of another. He was murdered by a shotgun blast from the gun of Tom Coleman in front of a country store in Hayneville, Alabama. Daniels pushed Ruby Sales, a black teenager, to the ground and took the direct blast from the shotgun. Jonathan Daniels is recognized, along with Dr. Martin Luther King, as one of 15 modern-day martyrs by the Episcopal Church. In February 1997, the Special Programs and Public Relations Committee (changed to External Development Committee, Dec. 1998) of the VMI Board of Visitors began work to implement the Daniels Award. The committee, headed by Anita Blair and a separate task force, established criteria and guidelines for the award. These committees worked closely with VMI's Promaji Club, an organization of VMI cadets that promotes positive relations among all races and ethnic groups in the Corps of Cadets. The Promaji Club initiated a Jonathan Daniels Award in 1992, and its leadership graciously agreed to give the Institute exclusive use of the name for the new Jonathan Daniels Humanitarian Award. At its December 1997 meeting, the VMI Board of Visitors voted to establish the Jonathan M. Daniels '61 Humanitarian Award, only the second time in the history of the Institute the Board has taken such action, the first being the VMI New Market Medal.

**Criteria:** The scope of nominees will be on an international level with limitations only for current Board of Visitors members and Alumni Agency Board members. The Award will be presented at the discretion of the Board of Visitors, and as a condition of the Award, the nominee should indicate willingness to come to VMI to accept the Award.

**Procedures:** A selection committee, appointed by the Board of Visitors, will seek and consider nominations. The chairman of the selection committee is the current chair of the External Relations Committee of the Board, to which the selection committee reports. The full Board will consider and vote on nominees presented by the External Relations Committee. The Award will be presented at the discretion of the Board, and the Selection Committee will seek and consider nominations on a bi-annual basis through such methods as are deemed appropriate. The bi-annual call for nominations, in odd-numbered years, will be placed in the Fall Issue of the VMI Alumni Review and posted on the VMI Web-site. The award will be presented at a ceremony, with the Corps of Cadets in attendance, to be held as close to March 20<sup>th</sup> (Daniel's birthday) as possible.

**Annual Ceremony:** Though there is no mandate for an annual award, there will be an annual ceremony for the Corps held on a day as close to March 20 as possible. The purpose of the ceremony is to provide the Corps with an annual reminder of the award and the personal sacrifice of one of its brothers.

**Selection Committee:** The Jonathan Daniels Humanitarian Award Selection Committee shall consist of seven members as follows:

- One member of the Board of Visitors to serve as chairman ... this person shall be the Chair of the External Relations Committee (Mr. Hugh Fain '80 )
- VMI Director of Marketing and Communications (**TBD**)
- Secretary to the Board of Visitors (**TBD**)
- President, VMI Alumni Association or his designee (Mr. Ed Johnson '79)
- President, VMI Promaji Club (Cadet Aleece Mickens '26)
- One at large member of the VMI faculty or staff (**TBD**)
- One Alumnus at large (**TBD**)
- Protocol Officer (non-voting member – Mrs. Teresa Thompson)

**The Award:** The Award includes a \$25,000 stipend to be given to a humanitarian effort or organization designated by the recipient.

**Past Recipients:**

- |                |  |
|----------------|--|
| March 29, 2001 | Jimmy Carter, Former President of the United States        |
| March 23, 2006 | Andrew Young, Former U.S. Ambassador to the United Nations |
| March 30, 2011 | Dr. Paul V. Hebert '68, International Humanitarian         |
| March 11, 2015 | Congressman John Lewis, U.S. Representative (GA)           |
| March 06, 2019 | Mrs. Carolyn S. Miles, President & CEO, Save the Children  |



**VIRGINIA MILITARY INSTITUTE  
BOARD OF VISITORS**

**BY-LAWS (Revised & Adopted by board action, September 2013, September 2014, May 2015, 6 May 2017, 10 June 2020, 1 May 2021, 21 September 2022, and 28 January 2023.)<sup>1</sup>**

**Article I**

**Section 1 - Legal Status**

The Board of Visitors of the Virginia Military Institute (the Board) is a public corporation created by †Virginia Code § 23.1-2500, and styled the Virginia Military Institute (the Institute). It is a supervisory board of the executive branch of the government of the Commonwealth of Virginia as such is defined by Virginia Code § 2.2-2100. The corporation is at all times subject to the control of the General Assembly of the Commonwealth of Virginia.

**Section 2 - Composition**

The Board has sixteen members, appointed by the Governor and subject to confirmation by the General Assembly. Of those, four must be non-alumni, twelve must be alumni. The Adjutant General of the Commonwealth of Virginia serves as the seventeenth member, *ex officio*. A regular term of Board membership is four years. Members shall serve and be eligible for reappointment as provided by statute. More specific and additional provisions concerning appointment and service of the members of the Board of Visitors are provided by statute.

Each year the Board shall appoint a cadet to serve as a non-voting, advisory representative to the Board. The appointment shall be made at the Board's Annual Meeting. The student representative shall participate in meetings of the Board, as the Board shall deem appropriate.

**Section 3 - Duties and Authority**

1. The Board shall define the mission of the Virginia Military Institute, as a public institution of higher education in the Commonwealth, and oversee the development, revision, and implementation of a strategic plan for the accomplishment of that mission.

2. The Board is responsible for oversight of the Institute's budget development process. It shall ensure that the Institute's mission and the priorities established by its strategic plan are reflected in the intentional allocation and reallocation of resources from year-to-year. †The Board shall fix the rates charged to cadets for tuition, mandatory fees, and other necessary charges. The Board must review and approve any request for funds to be made to the Governor

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<sup>1</sup> †Changes adopted by the Board at its May 6, 2017 meeting.  
 ++Changes adopted by the Board at its June 10, 2020 meeting.  
 \*Changes adopted by the Board at its September 21, 2022 meeting.  
 \*\*Changes adopted by the Board at its January 28, 2023 meeting.

or to the General Assembly. The Board shall also oversee the actual application of resources and ensure the cost-effective operation of the Institute.

3. The Board shall appoint a Superintendent, whose duties are described by Article II, Section 1 of these By-laws, and ensure that the Superintendent complies with all Board and statutory directives. It shall define its expectations and set goals for the Superintendent and annually review the Superintendent's performance with reference to those expectations and goals. The Board shall annually deliver, in closed session, its evaluation of the Superintendent's performance. Any change to the Superintendent's employment contract during any such meeting or any other meeting of the Board shall be made only by a vote of a majority of the Board's members.

4. The Board is ultimately responsible for the academic quality and integrity of the Institute. It shall determine what academic courses and programs will be offered, establish rules and regulations for the employment of faculty, and appoint them and fix their salaries. Faculty can be removed only for good cause and with the concurrence of a majority of the Board. Upon the removal of a faculty member, the fact of, and reasons for, such removal shall be reported to the Governor.

5. The Board may accept and expend gifts to the Institute. It is the Board's responsibility to ensure that all private gifts for the benefit of the Institute, both restricted and unrestricted, are applied in support of the mission and in a manner consistent with the priorities of the Institute. The Board shall ensure that any private organization permitted to operate in the name or for the benefit of the Institute provides regular and detailed reporting of expenditures and activities undertaken on its behalf.

6. The Board shall determine and define the requirements for admission to the Institute and establish rules and regulations for the acceptance of students, including the appropriate size of the Corps of Cadets, the nature and duration of their service, and the core curriculum requirements. With the concurrence of the Governor, the Superintendent, and the faculty, the Board shall confer degrees. The Board may adopt regulations for the management of the Institute and for the conduct of cadets.

7. The Board, with the approval of the Governor and as provided by statute, may lease, sell or otherwise convey whatever interest in real property the Institute may have, and may acquire interests in real property by purchase, will or deed of gift.

8. The Board may authorize the Superintendent or his designee to execute any instrument in the name and on behalf of the Virginia Military Institute. The Secretary to the Board shall have authority to affix the seal of the corporation to any such instrument.

9. The Board of Visitors of the Virginia Military Institute is a working Board and its members are expected to attend all meetings and to participate in the activities of the Board.

10. The Board shall submit to the General Assembly and the Governor an annual executive summary of its interim activity and work no later than the first day of each regular session of the General Assembly. The executive summary shall be submitted as provided in the

procedures of the Division of Legislative Automated Systems for the processing of legislative documents and reports for publication on the General Assembly's website.

11. The Board shall remain transparent in its actions and shall operate openly, to the extent required by law.

12. The Board shall comply with the requirements of the Virginia Freedom of Information Act, Virginia Code § 2.2-3700, et seq., in the conduct of all meetings, as such term is defined by statute.

13. The Board has such additional powers and duties as provided by statute and as the General Assembly may see fit to amend such statutes, or otherwise act, from time to time.

\*14. The Board shall conduct a self-evaluation biennially that evaluates its committee structure, processes and procedures, and performance.\*

#### **Section 4 - Meetings**

1. There shall be ~~three~~ regular meetings of the Board each year. Specific dates for regular meetings shall be set by the Secretary of the Board upon consultation with, and the concurrence of, the President of the Board and the Superintendent. The Board's last regular meeting of the academic year is designated as its Annual Meeting.

2. Special meetings of the Board may be called by the President of the Board, the Superintendent, by a majority vote of the Executive Committee, or by the request of a majority of the members of the Board. Special meetings of the Board may be called only for specific and limited purposes which shall be stated in the notice of special meeting issued to the members of the Board. In accordance with Virginia Code § 2.2-3707(D), public notice, reasonable under the circumstance, of a special meeting shall be given contemporaneously with the notice provided members of the Board.

3. Notice of the time and place of all meetings of the Board of Visitors shall be given to every member of the Board at least 10 days in advance of each meeting, except for a special meeting or an emergency meeting, as defined by statute, in which case notice reasonable under the circumstance shall be provided. Public notice of all meetings, as that term is defined by Virginia Code § 2.2-3701, of the Board of Visitors shall be provided in accordance with Virginia Code § 2.2-3707(C) or (D), as applicable.

4. Six members of the Board shall constitute a quorum and must be present and voting in order to conduct the business of the Institute.

5. The Secretary to the Board, in consultation with the President, shall prepare an agenda for each regular meeting. A draft agenda shall be circulated in advance and any member may, upon receipt of said draft, propose to the President items for consideration by the Board in addition to those included on the draft. The President shall, in his or her discretion, determine whether or not to add such items to the final agenda. The agenda may be amended once a meeting is commenced by a vote of a majority of the members of the Board present.

6. Discussion and action on any topics not specifically exempted pursuant to Virginia Code § 2.2-3711 shall be held in open meeting. **Any business transacted and discussions thereof during a closed session is to be kept confidential by members of the Board of Visitors and VMI staff present for the closed session.** Any official action taken in a closed meeting shall be approved in an open meeting before such action has any force or effect, in accordance with Virginia Code § 2.2-3711(B).

7. The Board shall notify and invite the Attorney General's appointee or representative to all meetings of the Board, the Executive Committee, and other Board committees.

8. The Secretary to the Board or designee, in consultation with the President, shall prepare written minutes of all open meetings, in accordance with the requirements of Virginia Code § 2.2-3707. Draft minutes of meetings shall be posted on the VMI website and on the Commonwealth Calendar, in accordance with the requirements of Virginia Code § 2.2-3707.1.

\*9. Pursuant to Virginia Code § 2.2-3708.3(B), individual Board members may participate in meetings by electronic means if in advance of a meeting, a Board member notifies the President or committee chair that:

- a. The member has a temporary or permanent disability or other medical condition that prevents the member's physical attendance; or
- b. A medical condition of a member of the member's family requires the member to provide care that prevents the member's physical attendance; or
- c. The member's principal residence is more than 60 miles from the meeting location identified in the required notice for such meeting; or
- d. The member is unable to attend the meeting due to a personal matter and identifies with specificity the nature of the personal matter.

In accordance with Virginia Code § 2.2-3708.3 (D), the following policy will apply to requests pursuant to this paragraph:

- a. Remote participation will be allowed pursuant to the circumstances outlined in Virginia Code § 2.2-3708.3 (B) (1-4);
- b. All requests must be in writing and sent by mail, fax, or email to both the Board President and the committee chair when applicable, with a copy to the Secretary of the Board, who is to create an appropriate record of such requests.
- c. A request must specify the reason the member cannot be physically present at a meeting, except that specific details of a medical condition are not required;

d. All requests must be followed by a phone call to the Secretary of the Board advising that the written request is forthcoming to ensure that the request is received;

e. The President or committee chair will consider the request and inform the individual Board member whether the request is denied or approved;

f. If a member participates electronically, the reason the member is unable to attend the meeting and a general description of the remote location from which the member participates will be recorded in the meeting minutes; however, the remote location need not be open to the public; and

g. The member may not use remote participation due to personal matters more than two meetings per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.

\*10. Pursuant to Virginia Code § 2.2-3708.3 (C) the Board may hold all-virtual public meetings, provided that:

a. An indication of whether the meeting will be an in-person or all-virtual public meeting is included in the required meeting notice along with a statement notifying the public that the method by which the Board chooses to meet shall not be changed unless the Board provides a new meeting notice in accordance with the provisions of § 2.2-3707;

b. Public access to the all-virtual public meeting is provided via electronic communication means;

c. The electronic communication means used allows the public to hear all members of the Board participating in the all-virtual public meeting and, when audio-visual technology is available, to see the members of the Board as well;

d. A phone number or other live contact information is provided to alert the Board if the audio or video transmission of the meeting provided by the Board fails, the Board monitors such designated means of communication during the meeting, and the Board takes a recess until public access is restored if the transmission fails for the public;

e. A copy of the proposed agenda and all agenda packets and, unless exempt, all materials furnished to members of the Board for a meeting is made available to the public in electronic format at the same time that such materials are provided to members of the Board;

f. The public is afforded the opportunity to comment through electronic means, including by way of written comments, at those public meetings when public comment is customarily received;

g. No more than two members of the Board are together in any one remote location unless that remote location is open to the public to physically access it; and

h. If a closed session is held during an all-virtual public meeting, transmission of the meeting to the public resumes before the Board votes to certify the closed meeting as required by subsection D of § 2.2-3712.

In accordance with Virginia Code § 2.2-3708.3 (D), the following policy will apply to all-virtual meetings held by the Board:

- a. All-virtual meetings of the Board and subcommittees may be held at the direction of the President;
- b. The Board may not convene an all-virtual public meeting (i) more than two times per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater, or (ii) consecutively with another all-virtual public meeting; and
- c. Minutes of all-virtual public meetings held by electronic communication means will be taken as required by § 2.2-3707 and include the fact that the meeting was held by electronic communication means and the type of electronic communication means by which the meeting was held.

\*11. Pursuant to Virginia Code § 2.2-3708.2, the Board may meet by electronic communication means without a quorum physically assembled at one location when the Governor has declared a state of emergency in accordance with § 44-146.17, provided that (i) the catastrophic nature of the declared emergency makes it impracticable or unsafe to assemble a quorum in a single location and (ii) the purpose of the meeting is to discuss or transact the business statutorily required or necessary to continue the operations of the Institute and the discharge of its lawful purposes, duties, and responsibilities. In accordance with this section the Board shall:

1. Give public notice using the best available method given the nature of the emergency, which notice shall be given contemporaneously with the notice provided to members of the Board conducting the meeting;
2. Make arrangements for public access to such meeting through electronic communication means, including videoconferencing if already used by the Board;
3. Provide the public with the opportunity to comment at those meetings of the Board when public comment is customarily received; and
4. Otherwise comply with the provisions of Chapter 37 of the Code of Virginia .

The nature of the emergency, the fact that the meeting was held by electronic communication means, and the type of electronic communication means by which the meeting was held shall be stated in the minutes.

The provisions of this section shall be applicable only for the duration of the emergency declared pursuant to § 44-146.17 or 44-146.21.

††12. Prior to the approval of any increase in undergraduate tuition or mandatory fees, the Board shall provide students and the public a projected range of the planned increase, an explanation of the need for the increase, and notice of the date and location of any vote on such increase at least 30 days prior to such vote. Additionally, prior to any vote on an increase in undergraduate tuition or mandatory fees, the Board shall permit public comment on the proposed

increase at the Board meeting, in accordance with Virginia Code. § 23.1-307. Public comment will be limited to 3-minutes per individual. ††

## **Section 5 - Officers and Their Election**

1. The Board shall elect annually, from among its members, a President and three Vice Presidents.

a. The President shall preside over all meetings of the Board and fix the order of business and direct the proper preservation of a record of the Board's proceedings by the Secretary. With the concurrence of the Board, he shall act as its spokesperson or representative and perform such additional duties as may be imposed on the office by statute, by these By-laws or by the direction of the Board.

b. The Vice Presidents shall assist the President in performance of his or her duties as the President directs from time to time. If the President must be absent from any meeting, the Board shall appoint one of the Vice Presidents to preside in his or her place, pro tempore.

2. The Board's officers shall be elected at the Board's Annual Meeting.

3. In the absence of the Secretary to the Board at any meeting, the Board may appoint a Secretary Pro Tempore.

4. Vacancies in any office shall be filled by the Board for the unexpired term.

## **Section 6 - Committees:**

As soon as practicable after his or her election, the President shall appoint members of the Board to serve on the standing committees described below. The President may also appoint non-Board members to serve on committees of the Board in a non-voting advisory capacity, at his or her discretion.

Each Committee shall have the responsibilities delegated below and any other responsibilities as may be assigned by the President of the Board. From among the members appointed to each committee, the President shall designate a chairman and vice-chairman where needed.

**Unless otherwise noted, a majority of voting members assigned to the committee shall constitute a quorum for the purpose of conducting the committee's business.**

1. Audit, Finance, and Planning: The Audit, Finance, and Planning Committee is responsible for oversight of all matters relating to the Institute's financial affairs, business operations, \*risk management\*, and the audits thereof. The Committee shall review and present for approval by the Board the annual budget, tuition rates, student fees, and other student

charges. The Committee shall also review the performance of the investments controlled by the Board of Visitors, the management of buildings and grounds, and proposals for the purchase and sale of real estate. \*This committee is responsible for oversight of all matters relating to health, safety and security, and emergency management.\* This committee, in coordination with the Superintendent, is responsible for the long-range †annual and capital planning of the Institute, including an ongoing strategic planning process. This committee is also responsible for oversight of information technology development and infrastructure \*and cybersecurity for the Institute\*.

2. Academic Affairs: The Academic Affairs Committee is responsible for oversight of all matters relating to academic programs, course offerings, faculty employment and compensation, and issues related to cadet enrollment, including admissions standards. The Committee in coordination with the Superintendent, shall also oversee the Library and review proposed major gifts to the Library. In addition, the Committee will be responsible for reviewing student performance, the Jackson-Hope Program, undergraduate research programs, international programs, career services, speaker programs, the registrar, and accreditation.

3. Cadet/Military Affairs: The Cadet/Military Affairs Committee is responsible for oversight of all cadet activities, military affairs, barracks operations, the Rat Line, the regimental system, the class system, the ROTC program, the commissioning of cadets, Intramural Sports, and Club Sports.

4. Athletics: The Athletics Committee is responsible for oversight of all matters relating to the Institute's intercollegiate athletics, including conference affiliation and compliance with NCAA rules and regulations. The Committee shall interface with the Keydet Club on financial support for scholarships and athletic department operations.

5. External Relations: The External Relations Committee is responsible for oversight of all governmental relations programs, strategic communications and marketing, and the VMI Museum system. The Committee also is responsible for recommending to the Board from time to time individuals to be awarded the New Market Medal, the Jonathan Daniels Humanitarian Award, and the Harry F. Byrd, Jr. Public Service Award as well as those who merit recognition by resolution of the Board of Visitors.

6. Appeals: The Appeals Committee is responsible for oversight of policies and practices of the Honor Court and shall meet as required in order to review, hear, and take final action on appeals from the Superintendent's decision to dismiss a cadet for violation of the Institute's Honor Code. The Committee shall adopt its own procedures for consideration of such appeals. During the appeal process, the Institute shall be represented by one of the Honor Court's Prosecutors and by the Superintendent's representative to the Honor Court. The Committee shall be advised by the Attorney General's appointee or representative.

7. Nominating and Governance: The Nominating and Governance Committee shall present nominations for President, Vice Presidents (3), and Secretary to the Board \*typically\* at the annual meeting of the Board. The Committee shall review the committee structure of the Board and other governance issues and submit any recommendations to the Executive Committee. The Committee shall periodically review these By-laws and recommend



amendments to the Executive Committee. In addition, the Committee shall consult with, provide information to, and, in any other way identified as useful, assist the Alumni Association in support of the recommendation of highly qualified individuals for appointment to the Board of Visitors.

8. **\*\*Inclusive Excellence: The Inclusive Excellence Committee\*\*** is responsible for the oversight of all matters relating to the Institute's excellence in diversity across all programs and departments. This Committee shall consist of Board of Visitors members, and may also include ex-officio non-voting member representatives from the VMI faculty, staff, Corps of Cadets, Alumni, staff from the Alumni Agencies, and others, as the Board President deems appropriate. In exercising its oversight and providing recommendations to the full Board for approval, the Committee shall consider, among other things, VMI's mission and method of education and VMI's mission of producing citizen-soldiers imbued with honor, civility, and respect and shall ensure that all VMI policies properly reflect the Institute's commitment to diversity, **equity opportunity**, inclusion, and belonging. The Committee shall review the Institute's inclusivity performance and commonality of purpose, and compliance with the Institute's statement on equity and maintenance of a welcoming and affirming environment; and the timely review of reports on gender and ethnicity data related to recruitment, admissions, and composition of the Corps of Cadets, faculty, and staff.

9. **Executive**: †The Executive Committee shall be comprised of the President, three Vice Presidents, and one non-alumnus/alumna at large of the Board and shall be appointed by the Board at each Annual Meeting.‡ **Executive Committee vacancies that arise during the year may be appointed by the Board at any regularly scheduled meeting of the board.** The Executive Committee shall have the power and authority to act upon any business of the Board on behalf of the full Board, as may become necessary between meetings of the Board. Any three members of the Executive Committee, one of whom shall be the President, shall constitute a quorum for the purpose of conducting the Committee's business. Any decision or action of the Executive Committee requiring ratification shall be reported to the full Board at its next regular meeting.

In addition, the Executive Committee shall:

- a. Organize the working processes of the Board;
- b. Recommend best practices for Board governance;
- c. Develop, periodically review, and recommend to the Board a statement of governance setting out the Board's role;
- d. Periodically review the board's By-laws and propose amendments, with recommendation from the Nominations and Governance Committee;
- e. Provide advice to the Board on committee structure, appointments, and meetings, with recommendation from the Nominations and Governance Committee;
- f. Develop an orientation and continuing education process for visitors that includes training on the Virginia Freedom of Information Act;
- g. Monitor, oversee, and review compliance with the VMI Code of Ethics that is applicable to visitors and all other members of the VMI community;

h. Develop a set of qualifications and competencies for membership on the Board for approval by the Board and recommendation to the Governor.

10. Each standing committee shall meet at the call of its chairman, ~~or the President, or the Superintendent,~~ and shall consider such matters as may be referred to it by these officers or by members of the committee. Each committee, by its chairman, shall report to the full Board, at each regular meeting, all matters considered and recommendations for Board action developed since the last meeting of the Board.

11. The President may appoint ad hoc committees as deemed necessary. Such committees shall be created for limited purposes and exist for a finite period of time. The President shall define both the purpose and duration of any such committee upon its appointment. The President will appoint one member of the Board each year who will serve on both the Audit, Finance, and Planning and Athletic Committees. This member will attend, either in person or electronically, at least one of the semi-annual meetings of the NCAA Academic Progress Rate and Academic Improvement Plan Committee chaired by the Deputy Superintendent for Finance, Administration, and Support. The President may also appoint a member of the Board to serve as an ex-officio member of any Campaign Executive Committee that is established for capital funding campaigns conducted on behalf of the Institute.

12. The President is an ex-officio member of all standing and ad hoc committees.

### **Section 7 – Conflicts of Interest**

Pursuant to VMI General Order 46, Code of Ethics, members of the Virginia Military Institute community are committed to the highest ethical standards in furtherance of the Institute's mission. This includes a commitment to avoid both conflicts of interest and the appearance of such conflicts. Members of the VMI Board of Visitors are subject to and shall abide by the provisions of the State and Local Government Conflicts of Interests Act (Title 2.2, Chapter 31 of the Code of Virginia). Each member of the Board of Visitors must file annual reports as set forth in Va. Code § 2.2-3114.

### **Section 7 8 – Removal of Board Members**

1. Board members are expected to maintain high standards of personal and professional behavior in accordance with General Order 46, Code of Ethics, as well as state legal requirements. These standards are absolute and failure to abide by them can result in the removal of a Board member.

2. In accordance with +§2.2-108 of the Code of Virginia, the Governor may remove a Board member for malfeasance, misfeasance, incompetence, or gross neglect of duty and fill the vacancy. In such cases the Governor will set forth in a written public statement the reasons for the removal.

3. In accordance with +§23.1-1300(E) of the Code of Virginia, any member who fails to attend meetings of the Board for one year or who fails to attend within the first two years

of membership on the Board the mandatory educational program for governing boards detailed in †§23.1-1304 of the Code of Virginia without sufficient cause shall be removed.

4. In any case in which the above grounds for removal appear to be present, the President shall inform the member in writing and provide a reasonable opportunity for the Board member to respond and to provide cause for absences. Such notice and response may then be transmitted to the remaining Board members for action. A majority vote of the remaining Board members that the stated cause is not sufficient is required for removal. Upon such a vote, the Board's action will be certified, recorded in the minutes for the meeting at which the vote is taken, and transmitted to the Governor. †Following such actions, the office of such member shall be vacated.

## Article II

### Section 1 - The Superintendent

1. The Institute shall be managed by the Board through a Superintendent, appointed as provided by Article I, Section 3, paragraph 3 of these By-laws, who shall be responsible to the Board for the day-to-day operation of the Institute. The Superintendent of the Institute shall be the chief executive officer of the Institute, responsible and reporting to the Board in all respects.

2. The Superintendent shall:

a. attend all meetings of the Board and shall have notice of and the privilege of attending all meetings of its committees;

b. be responsible for the operation of the Institute in conformity with the purposes and policies determined by the Board, including management of the faculty and staff in such a way as to facilitate the accomplishment of the goals and priorities of the Institute;

c. act as advisor to the Board and recommend for its consideration those policies and programs, which in the Superintendent's opinion will best promote the interests of the Institute;

d. recommend to the Board long-range educational goals and programs and the new degrees which may be best suited to attain those goals and programs;

e. recommend to the Board the organization, hiring, compensation, promotion, sabbatical leaves, and termination of faculty;

f. have primary responsibility for the establishment and maintenance of proper relationships with the alumni of the Institute;

g. support the Board's efforts to promote the Institute and develop external support for its program, including participation in fundraising and governmental relations efforts;

h. at all times maintain cordial relationships with cadets while serving as the senior officer and ultimate authority with regard to cadet affairs, review and approve Honor Court prosecutions, and act on recommendations of dismissal for Honor and disciplinary offenses;

i. with the Audit, Finance, and Planning Committee of the Board, submit to the Board at the May meeting each year an annual budget for the operation of the Institute for the following fiscal year, and prepare and submit to the Governor, after approval by the Board, a biennial budget request as required by law and regulation;

j. account to the Board for the allocation and application of resources to support the mission and priorities of the Institute;

k. present the annual financial statements of the Institute to the Board of Visitors, the Secretary of Education, and to the Auditor of Public Accounts as required by statute, and to give the Board an update of Institute matters at each meeting of the Board;

l. be responsible for the Institute's academic, athletic, and military programs, including maintaining compliance with the regulations, rules, and standards of external organizations that accredit those programs; and

m. perform such other duties as may be assigned by the Board.

## **Section 2 - Secretary to the Board**

1. At its annual meeting each year **or as soon as is practical in the case of a vacancy**, the Board, in consultation with the Superintendent, shall appoint a member of the Superintendent's staff to serve as Secretary to the Board.

2. The Secretary to the Board, at the direction of the President and under supervision of the Superintendent, shall be responsible for providing notice and preparing minutes of all meetings of the Board. The Secretary shall make all necessary plans and arrangements for meetings and, generally, facilitate communication with and provision of information to the members of the Board. The Secretary also is responsible for ensuring that the Board complies with any and all statutory reporting requirements as may from time-to-time be established.

## **Section 3 - Other Officers and Employees**

The Superintendent shall employ such other administrators, faculty, and staff as he or she, in consultation with the Board, shall determine are necessary to accomplish the mission of the Institute.

## **Article III**

### **Section 1 - The Board of Visitors Manual**

1. The Secretary to the Board of Visitors shall compile and maintain the Manual of the Board of Visitors of the Virginia Military Institute. A complete copy of the current Manual shall be made available by the Secretary to each member of the Board immediately following his or her appointment. The Secretary shall ensure that the information contained in the Manual is kept current and, to the extent that documents contained therein are amended or otherwise changed, provide current versions of those documents to each Board member.

2. The Manual shall include the following materials and documents:

a. The Institute's enabling legislation;

- b. The general statutory provisions applicable to Boards of Visitors, including the Virginia Freedom of Information Act and the Virginia State and Local Government Conflict of Interests Act;
- c. The By-laws of the Board of Visitors of the Virginia Military Institute;
- d. The Institute's Mission Statement;
- e. The Institute's current Strategic Plan and Annual Operating Budget;
- f. The Virginia Military Institute Code of Ethics; and
- g. The Statement of Governance of the Board of Visitors of the Virginia Military Institute.

3. The contents of the Board's Manual shall not be limited or reduced except by express direction of the Board. In addition to the Board Manual, the Secretary shall compile and maintain a collection of other documents and make them available for Board reference, including:

- a. The employment contracts of the Superintendent, the Deputy Superintendent for Finance, Administration, and Support, the Dean, the Commandant, and the Athletic Director;
- b. The Blue Book; and
- c. Other materials and documents, in addition to the foregoing, at the discretion and direction of the President of the Board.

This collection shall be referenced in the Board of Visitors Manual by a list of what is available and where it can be found. It shall be maintained in such a way and at such a location as to be available to any Board member for his or her convenient use.

## **Section 2 - Ratification**

Actions taken by the Board in a manner contrary to the requirements of these By-laws are of no legal effect except that such action may be ratified by a vote of the Board and, thereby, made effective. Such ratification shall reach back in time and render the action effective as of the date originally taken, unless a different effective date is specified by the ratification or required by law.

## **Section 3 - Amendments**

- 1. These By-laws are subject, at all times, to acts of the General Assembly and, where inconsistent with any provision of law, are superseded thereby.
- 2. The Board may amend these By-laws, at any regular meeting of the Board, by an

affirmative vote of a majority of the Board's members, as long as the proposed amendment was mailed to each member of the Board post-marked ten (10) days in advance of the meeting at which it will be voted upon.

**Section 4 - Adoption, Effective Date**

These By-laws are hereby adopted and made effective as of 28 January 2023.

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