“Welcome”
House Appropriations Committee Members
and
Senate Finance Committee Members

“The Institute Today”
The mission of the Virginia Military Institute is to produce educated, honorable men and women, prepared for the varied work of civil life, imbued with love of learning, confident in the functions and attitudes of leadership, possessing a high sense of public service, advocates of the American Democracy and free enterprise system, and ready as citizen-soldiers to defend their country in time of national peril.
“A Structured Life”
A Day in the life of a VMI Cadet

- 0630 - Wake-up – Personal Hygiene
- 0700 – Breakfast Roll Call formation –
- 0800 – 0850 – Class Period 1
- 0900 – 0950 – Class Period 2
- 1000 – 1050 – Class Period 3
- 1100 – 1215 – Class Period 4
- 1100 – 1300 – Dinner meal
- 1300 – 1550 – Lab
- 1600 – 1850 – NCAA , Club Sport Practice & Rat Challenge Activities
- 1900 – 1945 – Supper Roll Call – Formal march to mess hall
- 1930 – 2315 – Dean’s / Evening Study Period
- 2330 – Taps
- 2330 – 0130 – Late Study authorized
- 0130 – All Cadets must return to individual rooms

But that’s not all...
- Weekly Parade Practice
- A Parade every Friday afternoon
- Occasional Saturday Parades
- Distinguished Speaker Series
- Mandatory Physical Fitness (2x /wk)
- Daily Room Inspections
- Penalty Tours - Weds & Weekends
- Inspections on the Bricks
Reserve Officers’ Training Corps

Mandatory ROTC – Entire Corps

Army Commissioning: 611
Army Non-Commissioning: 404
Total: 1015

Marine Commissioning: 120
Marine Non-Commissioning: 21
Total: 141

Navy Commissioning: 197
Navy Non-Commissioning: 54
Total: 251

Air Force Commissioning: 103
Air Force Non-Commissioning: 80
Total: 183

256 NCAA Athletes Pursuing Commissions

(As of Apr 2015)
Training the Corps

- HONOR... AND BEING HONORABLE
- CUSTOMS AND COURTESIES
- PROFESSIONAL RELATIONSHIPS
- RULES AND REGULATIONS
- CORRECT STANDARDS-IMPROVED MILITARY PERFORMANCE
  - Bearing, Posture, Arm Swing, and Sabre
  - Performance by “Stand-Ins”
- HISTORY AND TRADITIONS
- CIVILITY AND RESPECT
- SAFETY AND SECURITY

Requires Shared Responsibility and a Consistent Message
Vision 2039 in Simplified Descriptors

- A Military Institute and a Military Environment... delivering a unique education
- Academic Reputation – Premier “Undergraduate” College in America
  - Renowned Honor System -- #1 in the nation
  - 25 Partnerships with Best USA Graduate Schools
- Balance of Arts, Sciences, and Engineering with greater than 50% in hard science and engineering
- Corps of 1500 with 200 Female Cadets
  - Greater than 55% Virginia Cadets
- 70% Corps Commissioning (with growth in Guard and Reserve)
- Every Cadet an Athlete – Winning Sports Teams – the VMI way
  - Leader Development System – Program unsurpassed
- Physical Plant – Beautiful, modern, technologically enhanced, and historic
  - Organizationally streamlined, efficient and communicative
- Proud, Disciplined, Civil Cadets… and Graduates
- One Cohesive Team – Alumni, Agencies, BOV, the Institute, Parents and Friends

GOAL

VMI in 2039 ---
... and “much earlier”

✓ Commonality of Purpose
✓ Synchronization
✓ Integration
Vision 2039
Focus on Leadership---Leadership Development

Class System:
- Peer leadership
- Elected positions
- Responsible for:
  - Corps conduct
  - Maintaining of privilege system
  - Corps culture
- GC, EC, OGA, RDC, CEA, Dyke
Mentoring

Regimental System:
- Traditional military hierarchy
- Two battalions
- 10 companies
- Cadets have positional authority
- Responsible for:
  - Training of corps
  - Accountability
  - Parades

Honor System:
Cadets do not lie, cheat or steal nor tolerate those who do

ROTC Programs

NCAA Athletics

Clubs and Activities

Academics!
## Academic Program

Majors are offered in Engineering, the Sciences and the Arts (Engineering Programs Nationally Ranked)

<table>
<thead>
<tr>
<th>Engineering</th>
<th>Degree Granted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Engineering</td>
<td>B.S.</td>
</tr>
<tr>
<td>Electrical &amp; Computer Engineering</td>
<td>B.S.</td>
</tr>
<tr>
<td>Mechanical Engineering</td>
<td>B.S.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Arts and Humanities</th>
<th>Degree Granted</th>
</tr>
</thead>
<tbody>
<tr>
<td>English, Rhetoric, &amp; Humanistic Studies</td>
<td>B.A.</td>
</tr>
<tr>
<td>History</td>
<td>B.A.</td>
</tr>
<tr>
<td>Modern Languages &amp; Cultures</td>
<td>B.A.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Information and Social Sciences</th>
<th>Degree Granted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economics &amp; Business</td>
<td>B.A.</td>
</tr>
<tr>
<td>International Studies and Political Science</td>
<td>B.A.</td>
</tr>
<tr>
<td>Computer and Information Science</td>
<td>B.S.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Natural Sciences</th>
<th>Degree Granted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Mathematics</td>
<td>B.S.</td>
</tr>
<tr>
<td>Chemistry</td>
<td>B.A. &amp; B.S.</td>
</tr>
<tr>
<td>Physics and Astronomy</td>
<td>B.S.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Life Sciences</th>
<th>Degree Granted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biology</td>
<td>B.A.</td>
</tr>
<tr>
<td>Psychology</td>
<td>B.S.</td>
</tr>
</tbody>
</table>

- **Enrollment Controls by Degrees**
- **Small Classes / PHD Teachers, then “Right Sizing” Action**
Academic Program –
Minors & Concentrations

**Arts & Humanities**
- Rhetoric & Writing
- History
- Military History
- Literary Studies
- Modern Languages
- Art History & Visual Culture

**Natural Sciences**
- Astronomy
- Chemistry
- Mathematics
- Physics

**Engineering**
- Aerospace Engineering
- Computer Engineering
- Nuclear Engineering

**Information and Social Sciences**
- Business
- Economics
- Financial Management
- International Studies
- Leadership Studies
- National Security
- Global Management
- Interdisciplinary Studies in Latin America
- Computer & Information Science

**Life Sciences**
- Psychology
- Exercise Science
- Philosophy
- Biochemistry & Molecular Biology
- Ecology, Conservation & Organismal Sciences
25 Partnerships with Best USA Graduate Schools (For the Corps and Alumni)

• Formal Partnerships with:
  – Florida State University (Communications)
  – National Defense University (International Relations)
  – Virginia Tech (Business)
  – Virginia Tech (Civil and Environmental Engineering)
  – Via College of Osteopathic Medicine
  – VCU School of Medicine (Medicine)
  – Landstuhl Regional Medical Center
  – U.S. Southern Command (International Studies)
  – UVA Law School
  – Eastern Virginia Medical School
  – UVA Darden Business School
  – VCU Business School and Engineering Schools
  – UVA Engineering
  – W&M Mason School of Business
  – Arizona State University – Tempe (English)
  – Universite de Rennes in France (Economics)
  – College William and Mary School of Law
  – University of Richmond School of Law
  – Norwich University
  – George Mason University Engineering School

• Working Formal Partnerships with:
  – George Mason University Law School
Academic Exchange Programs

• Active Exchange Programs (Normally 1 Semester):
  – French Military Academy of Saint-Cyr Coëtquidan (France)
  – Bundeswehr University in Hamburg (Germany)
  – General Jonas Žemaitis Military Academy of Lithuania (Lithuania)
  – University of Salford (England)
  – Japan National Defense Academy (Japan)
  – Taiwanese National Defense University (Taiwan) – *Summer internship only*

• Numerous Summer and Spring Furlough Studies Abroad Opportunities
  – VMI Faculty-led programs
  – Independent study programs

• 4-Year Foreign Military Academy Cadets at VMI (*Sponsored by their Governments*):
  – Taiwan
  – Thailand
Qualified Degree Programs are Nationally Accredited (Highest Levels: ABET, ACS, AACSB)

Center for Undergraduate Research (V-CUR)

Center for Leadership & Ethics

Miller Learning Center (Full Spectrum Academic Support Services: Writing, Math, and Medical-Disability)

STEM Academic Summer Camps (Natural Sciences, Math and Engineering)

Two Semesters Summer School (465 Students)

New Cadet Summer Transition Program (STP) – 45.8% Entering Class
• College Orientation Workshop in 22nd Year (At Risk Youngsters)
• Small High-Tech Classrooms; 1:12 Faculty/Student Ratio
• Full-Time Faculty (100% Ph.D.) in all Degree Granting Departments
• Renowned Honor System
  – Single Sanction...Administered by VMI; Run by the Corps
    • Guilty is Dismissal in Formal Ceremony; No Scale of Penalties
  – Heart of the Institute and Dictates its System of Operation
• Graduation Rate in 4 Years (64%); 6 Years (82%)
• 2nd (Public) in State with 11 Rhodes Scholarships
Academic Rankings 2014

- 4\textsuperscript{th} public liberal arts college in the nation
- Nationally in the top tier of all public and private liberal arts colleges
- 21\textsuperscript{st} on list of nation’s best undergraduate engineering programs at schools whose highest degree is a bachelor’s or master’s degree

Money Magazine (2014)
- 8\textsuperscript{th} Best value liberal arts school in the nation
- 18\textsuperscript{th} national best college
- 4\textsuperscript{th} national best liberal arts college
Great leaders have vision, are competent in their daily duty, and care deeply about people. They exhibit a style of “quiet excellence” with no ego, a strong work ethic and steadiness under pressure. Character and honor, love of country, and service describe their drive and inner strength.
Leader Development Programs At The Center

- Mandatory Leadership Course integrated into the core curriculum
- Two endowed Leadership Chairs positioned in academic departments
- National Speakers
- Very best Symposia and Conferences
  - Biennial Leadership Conference
  - Conferences on Public Policy
  - Conferences of National Importance
  - Discipline-Specific Conferences and Symposia
- The Leader-in-Residence Program
- The Leadership Book Program
- The Leadership Focus Group
- Fellowships for cadets and faculty
- Attendance at external conferences
- Partnerships with the Marshall Foundation
- Marshall Army ROTC Awards
- Professional Development Training for Faculty and Staff
- Battlefield Staff Rides teaching leadership lessons
- Corporate Retreats

Integrating Leadership and Ethics, Military History, and Business Management
Major Conference in AY 2014 - 2015

- **7 - 8 October 2014: STEM III - Focusing on Engineering**
  - Partnership with VMI STEM Faculty and Cadet STEM majors
  - Hands on, project-based learning
  - Main audience of teachers from grades 3-8 with others from Virginia schools
  - Leading Virginia towards more robust STEM learning & teaching

- **3 - 4 November 2014: Reagan Conference – The Enduring Legacy**
  - Bringing together scholars and national security professionals to discuss strategy, policy, and leadership during the Reagan administration
  - Partnership with the John A. Adams '71 Center for Military History & Strategic Analysis

- **9 - 11 March 2015: Annual Leadership Conference - Honor in Service**
  - Leaders responding to the needs of our time
  - In conjunction with the awarding of the Jonathan Daniels Humanitarian Award
  - Partnership with the VMI Service committee

- **27 - 28 March 2015: Virginia State Science and Engineering Fair**
  - 3rd in a 5-year series
  - Features the Governor’s Award
  - Winners compete at the International Science and Engineering Fair (world-wide Competition)

- **31 March - 2 April 2015: 26th Annual Environment Virginia Symposium**
  - Diverse audience of private and public sector professionals
VMI’s Athletic Way

– One Corps/One Team spirit/philosophy (Academic/Honor/Discipline)
  • No easy degrees
  • Winning over 10 years – reasonable expectations
  • Best of sportsmanship
  • Not going Division II or III... remaining “nimble”
  • Limited sports – right sports
  • NCAA Compliant
  • Respect
447 NCAA Athletes in the Corps

- 349 Males; 24% of the males in the Corps
- 98 Females; 57% of the females in the Corps
- 7 Sports: Indoor – Outdoor Track/CC, Soccer, Swimming, Rifle, and Water Polo

440 Club Athletes in the Corps

- 23 Active Competitive Clubs: Basketball Men’s, Boxing, Equestrian, Golf, Ice Hockey, Jiu Jitsu, Lacrosse, Running Club, Paintball, Pistol, Power Lifting, Rugby (Men’s and Women’s), Soccer, Tennis, Trap and Skeet, Volleyball (Men &Women’s), Water Polo (Men’s), Wrestling, Triathlon, Olympic Weight Lifting, Racquetball
Enrollment and Program Growth

Total Enrollment (Census Date)

Science and Engineering vs Liberal Arts over time based on each year's graduating class

Virginia vs Non-Virginia Enrollment (Census Date)

Commissioning Percentage

Matriculation classes are now greater than 50% STEM
Female Cadet Statistics
(Since 1997 integration)

- 73 females matriculated 23 Aug 2014

Number Matriculated

Number at Census Date

Females in Corps - 171

Females Graduated - 306

(As of 23 Apr 2015)
# Tuition and Fees Comparison

## Selected VA Institutions

<table>
<thead>
<tr>
<th>Institutions</th>
<th>FY 2014 In-State</th>
<th>FY 2014 Out-of-State</th>
<th>FY 2015 In-State</th>
<th>FY 2015 Out-of-State</th>
<th>% Inc In</th>
<th>% Inc Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of William and Mary</td>
<td>25,279</td>
<td>48,256</td>
<td>28,000</td>
<td>50,260</td>
<td>10.8%</td>
<td>4.2%</td>
</tr>
<tr>
<td>University of Virginia</td>
<td>22,175</td>
<td>49,561</td>
<td>23,050</td>
<td>52,236</td>
<td>3.9%</td>
<td>5.4%</td>
</tr>
<tr>
<td>Virginia Commonwealth University</td>
<td>21,084</td>
<td>38,555</td>
<td>21,716</td>
<td>39,777</td>
<td>3.0%</td>
<td>3.2%</td>
</tr>
<tr>
<td>Christopher Newport University</td>
<td>21,050</td>
<td>30,950</td>
<td>21,960</td>
<td>32,288</td>
<td>4.3%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Longwood University</td>
<td>20,216</td>
<td>33,086</td>
<td>20,836</td>
<td>34,606</td>
<td>3.1%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Virginia Military Institute (see Note)</td>
<td>19,574</td>
<td>40,562</td>
<td>20,810</td>
<td>42,866</td>
<td>6.3%</td>
<td>5.7%</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>19,105</td>
<td>34,861</td>
<td>19,941</td>
<td>35,972</td>
<td>4.4%</td>
<td>3.2%</td>
</tr>
<tr>
<td>George Mason University</td>
<td>18,898</td>
<td>37,582</td>
<td>19,814</td>
<td>39,392</td>
<td>4.8%</td>
<td>4.8%</td>
</tr>
<tr>
<td>James Madison University</td>
<td>18,049</td>
<td>32,527</td>
<td>18,858</td>
<td>33,718</td>
<td>4.5%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Old Dominion University</td>
<td>17,732</td>
<td>33,392</td>
<td>18,518</td>
<td>34,688</td>
<td>4.4%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Radford University</td>
<td>17,132</td>
<td>29,297</td>
<td>17,766</td>
<td>30,452</td>
<td>3.7%</td>
<td>3.9%</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>20,027</strong></td>
<td><strong>37,148</strong></td>
<td><strong>21,024</strong></td>
<td><strong>38,750</strong></td>
<td><strong>4.8%</strong></td>
<td><strong>4.3%</strong></td>
</tr>
</tbody>
</table>

**Note:** VMI's FY 2015 tuition and fees exclude the $3,080 for Quartermaster Charges (laundry, haircuts, and uniforms); these costs are unique to VMI and should not be taken into account when comparing college costs. Students at non-military colleges generally incur similar costs (uniforms are clothing), but such costs are rarely included in their tuition and fees. With the Quartermaster Charges, VMI's tuition and fees total $23,890 (6.2% increase) for in-state and $45,946 (5.7% increase) for out-of-state.

### FY 2016

- **In-State = $22,044 (5.9%)**
- **Out-of-State = $45,058 (5.1%)**
Reducing the Cost of VMI
(AY 14-15, 23April15)

• Over 85% of the Corps receives some form of financial aid.
  – 51% of VMI cadets qualify for need-based financial aid. This represents 44% of Virginia cadets enrolled and 63% of non-Virginia cadets enrolled.
  – 23% of the Corps receives ROTC scholarships. 110 new cadets matriculated this year with ROTC scholarships (69 4-year scholarships and 41 3-year designees)
  – 14% of the Corps receives athletic scholarships.

• We currently meet 100% of the need for Virginia cadets to include loans and approximately 70% of the need for non-Virginia cadets to include loans.

• Of those cadets graduating in 2014, 59% had loans during their cadetship with an average indebtedness of $26,720.

• Annually VMI provides from its own resources, primarily from our alumni agencies, $12 million dollars in cadet scholarship dollars broken down as follows:
  – Need-based $6 million
  – Athletic $3.75 million
  – Non-need-based to include merit $2.25 million

• Alumni scholarship dollars support 1 in 4 cadets.
Immutables

• An Academic and Full Spectrum “Quality” Education
• Competitive Athletic Program
• Citizen-soldiers to serve our Country in peace and war
• Quality Environment in which to study and work
• Commonality of Purpose
• Graduating honorable leaders and good citizens