





This is VMI's Unifying Action Plan. It is intended to achieve a single purpose – advance the VMI experience,

As a highly valued state, national and international institution, VMI’s contribution over its 182-year existence has been invaluable. VMI produces high-caliber leaders who fill essential roles throughout our society. In light of racism allegations, VMI has and will continue to actively take the opportunity to assess itself and implement necessary change, so that:

The Virginia Military Institute recasts the VMI experience, traditions, and culture, to be inclusive and honorable for all VMI Cadets, faculty, staff, alumni, parents and friends. Should the Institute fail to change, it risks altering or eliminating the pillars of its proven unique educational model.

VMI reaffirms its commitment to providing an environment that emphasizes the dignity and worth of every member of its community. As such, there is no tolerance for racism, sexism, discrimination, hatred, intolerance, or prejudice of any kind. Behavior which attacks diversity, inclusion, equal-opportunity and accountability is unacceptable.

To ensure VMI operates in and supports an environment and culture which emphasizes and inculcates in its members this commitment, the following actions are ongoing or will begin:

- VMI welcomes the independent third-party investigation and equity audit with full cooperation and grants full access to the Institute;
- VMI will review the report produced by Barnes and Thornburg, assess their recommendations to determine those which are actionable, and establish a plan and timeline for implementation.
- VMI will make all efforts to actively respond to any and all acts of racism and eliminate or correct it as appropriate;
- In addition to the independent review, VMI has commenced with a top-down, bottoms-up internal review of the Institute and will take immediate, near-term and long-term actions to correct identified shortfalls.
- VMI has already taken steps to: address iconography, memorials and symbols of the institute; examine hiring practices; implement training and education to address diversity and inclusion; review Cadet led governance and administrative oversight that holds the Corps accountable for racist and sexist acts; develop plans for recruiting and retention of a diverse student body, faculty, administrative and administrative support staff, and classified workforce.
- Under Title IX, existing VMI - i _

For the future, the VMI system will successfully achieve these outcomes through the VMI Experience:

- #1. The VMI Brand.** *The outward face of VMI is built around young leaders who carry themselves honorably, with civility and humility. It's what our alumni, parents, local and national leaders and boardroom. We are prepared and can be trusted to lead our subordinates or support our superiors. That is what others outside of VMI must see in us, and what we must see in ourselves.*
- #2. A VMI which is Diverse and Inclusive.** *A diverse and inclusive VMI begins with a Corps of Cadets who build on our legacy. A legacy based on the VMI experience with every Cadet being a part of its traditions; living in a positive and meaningful culture; inclusive and respectful of all. That diversity extends to how we recruit the best talent in our faculty, coaches and administrative staff to train and develop Cadets, because we believe, respect and advocate that diversity is our strength.*
- #3. Committed to Honor.** *The heart of VMI is the Honor System. Cadets live by a simple code which pervades all aspects of Cadet life, rapidly becoming a lasting lifestyle. A Cadet's honor is their most guarded possession, a cherished leadership trait, an outcome which is only found so strongly in a single sanction honor system.*
- #4. A VMI that Competes to Win.** *The VMI experience is appropriately balanced and centered on academic excellence. It has the right measure of high achievement coupled with physical and mental rigors of a military-like environment which are intended to build resiliency, character, and leadership qualities. We play at the highest level in athletics well represented by Cadet athletes who are pursuing a quality education and always compete to win.*
- #5. One-VMI.** *VMI accepts individuals from all walks of life and builds successive classes of leaders, imbued with a high sense of public duty, possessing the skills to successfully lead across the military, government, public, and private sectors. At VMI, one is no less than any other and success comes from working together as a team and supporting one another. Our athletes must embrace opportunities to Corps of Cadets must recognize the efforts of all Cadets and that all are being challenged academically, militarily, and athletically; each constrained by time and resources, all in a pursuit of excellence.*

Moving VMI forward means adopting an action concept where VMI looks, thinks, and acts facing forward to the future. This best practice ensures a diverse and inclusive environment, with equal opportunity for all and where we reaffirm VMI's core values and avow what VMI is not for. My intent for implementation is for the Institute Planning Committee (IPC) leaders to review, refine and identify actionable tasks that are measurable and focused on achieving the identified outcomes.

The action concept achieves the previously stated outcomes and is descriptive of VMI in the 21st century. VMI will succeed in these outcomes through the pursuit of five functional areas. These five areas continue forward to:

1. improve the health, welfare and resiliency of the Corps of Cadets;
2. maintain and provide modern facilities and quality of life;
3. provide greater leadership, mentorship and talent management;
4. increase faculty and staff efficacy; and,
5. produce effective internal and external communications.

While progress toward the outcomes is measured by the five functional areas, they are sequenced by immediate, near-term and long-term tasks which are needed at specific points in the process to move forward.

Foundational to improving VMI is Cadet Life. Fundamental and meaningful change to VMI starts and ends with caring for VMI's Cadets. The VMI Corps of Cadets is the centerpiece of VMI and improving Cadet Life underpins the future VMI experience.

Ensuring there is a unifying balance between athletics, academics and the military is essential. The standard

***Key Tasks + Focus Areas = Outcomes
(VMI Cadet Life as the Foundation)***

Ending any institutional racism starts with reaffirming a zero-tolerance policy and ends when mandatory diversity education for the entire Corps of Cadets, faculty and staff is institutionalized. Steps along the way are:

- Reaffirm VMI's zero tolerance for racism, hatred, and intolerance; recognizing all are dishonorable;
- Advance VMI symbology to associate toward example-setting 20th and 21st century traits;
- Establish a Diversity, Equity, and Inclusion Program with a Chief Diversity Officer, directly reporting to the Superintendent and informed by other similar state and national entities and efforts;
- Continue strategic communications to inform varied communities of VMI's progress;
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As academics are the cornerstone of the Institute, greater academic capability is required. Enhance VMI faculty's ability to deliver world-class academics through 21st century technology and pedagogy designed to meet the needs of today's Cadets, along with cutting-edge courses/curriculum which further a Cadet's ability to synthesize knowledge. Increase VMI's staff's ability to support the VMI mission with diversity, equity, inclusion and accountability. Provide education tailored to teach leadership and success in the complex 21st century domestic and international environment.

Ensure VMI's System attains the VMI vision and includes diversity, equal opportunity, inclusion and accountability.

Continuous communication to varied and wide audiences the VMI vision, mission and ability to produce a superior education free from prejudice and intolerance.

VMI's processes to stop intolerable behavior are communicated and clearly understood. Precise, succinct and clear communication (up and out, and down and in), demonstrating that VMI is vigilant and that immediate action is taken to swiftly resolve issues encountered.

