



# **VIRGINIA TECH CORPS OF CADETS STRATEGIC PLAN**

**Virginia Tech Corps of Cadets Strategic Plan  
2015 to 2025**

## Introduction

This plan is an update to the previous strategic plan for the years 2010-2015. This new version incorporates elements of the previous plan but is structured to provide a framework for ongoing reviews, revisions, and action planning. It is extended over a 10-year period, vice five to account for an anticipated seven year university campaign fund-raising effort.

As the Corps benefits immensely from its relationship with its alumni, we have collaborated with the leadership of the Virginia Tech Corps of Cadets Alumni, Inc. (VTCCA) and the leadership of the Highty-Tighty Alumni, Inc.

This plan is also updated to remain synchronized with the Virginia Tech Strategic Plan: A Plan for a New Horizon and supports the Division of Student Affairs Strategic Plan and the division's Aspirations for Student Learning: Curiosity, Self-Understanding & Integrity, Civility, Courageous Leadership, and *Ut Prosim*. As always, we remain committed to achieving excellence in learning, discovery, and engagement to the benefit of the Commonwealth of Virginia and the nation. We also are committed to building on the work done by Gallup that seeks to promote well-being in our staff, faculty, and cadets. That means we continue to look at ways to improve well being in the following five areas: Purpose/Career, Social, Financial, Community, and Physical. Recent polling of Virginia Tech students and alumni, suggest that the Corps experience creates significant, positive reinforcement in all these areas.

The Corps is the first and largest learning community at Virginia Tech with requirements unlike those normally associated with conventional undergraduate housing and student administration. Many cadets, those in the Military-Leader Track, are preparing for challenging and vitally important roles as members of the nation's Armed Forces. A growing number of cadets, members of the VPI Battalion (Citizen-Leader Track), will be leaders in the public, private, and social sectors of our society. To prepare, cadets are challenged each day, all day, by experiential learning in the practical applications of leadership theory, and encouraged by frequent evaluation in positions of ever-increasing

responsibility. Membership in the Corps has been and remains a way of life.

Since the inception of Virginia Tech, the Corps of Cadets has been the guardian of, and the standard bearer for, *Ut Prosim*. The purpose of this plan is to ensure we never waiver from that role.



## **DEDICATION and ACKNOWLEDGEMENTS**

The Virginia Tech Corps of Cadets Strategic Plan remains indebted to Henry J. Dekker, past Rector of the Virginia Tech Board of Visitors and Chairman Emeritus of the Virginia Tech Corps of Cadets Alumni, Inc. Mr. Dekker was instrumental in charting the direction of the Corps with his wisdom and insights captured in the first strategic plan for the Corps in 1997 and sustained throughout his life. Mr. Dekker passed away on June 11<sup>th</sup>, 2011. He will always be remembered.

We also acknowledge the work and the vision of past commandants of cadets. Their work and earlier strategic plans, served as a forceful example of the power of ideas to harness the energy of many.

The Corps will succeed in its mission by constantly updating and implementing this plan to direct the collaborative efforts of many diverse parties. There have been and will continue to be many contributors and participants focusing their own goals, objectives, and actions to support this plan and achieve tangible, physical results. The professional contributions of the Virginia Tech Corps of Cadets Alumni, Inc. and the Highty-Tighty Alumni, Inc. are especially noteworthy because of exemplary alumni commitment to make the Corps of Cadets the nation's premier leader development program.

**//Signed//**  
**Randal D. Fullhart**  
**Major General, USAF (Ret)**  
**Commandant of Cadets**

**//Signed//**  
**J. Pearson**  
**Chairman, VTCCA, Inc.**

**//Signed//**  
**Bertram Y. Kinzey, III**  
**President, HTA, Inc.**

**Virginia Tech Corps of Cadets Strategic Plan**

# **The Virginia Tech Corps of Cadets Mission Statement and Vision,**

## **Mission**

The mission of the Virginia Tech Corps of Cadets is to graduate leaders of exemplary character who are instilled with the values and skills essential for leadership success in service to the nation.

## **Vision**

The vision of the Virginia Tech Corps of Cadets is:

Global, Ethical Leaders  
Now...More than Ever

Global...where we attract people from...and where they go after they graduate.

Ethical...encompassing moral, legal, honor, ethics...doing the right thing...always.

Now...More than Ever: A sense of urgency and a sense of quantity because the challenges (and opportunities) are numerous, demand our immediate attention, and drive the demand for such leaders.

## **An Assessment of the Virginia Tech Corps of Cadets Recent Revitalization Efforts**

### **Historical Background: Transition from the 20<sup>th</sup> Century to the 21<sup>st</sup> Century**

Since its founding in 1872, the Corps of Cadets has strived to be a superb institution for leader development. The Corps has produced over 100 generals and admirals plus seven Medal of Honor recipients, and thousands of successful business, public service, and community leaders. Past selection for the Governor's statewide award for volunteerism and community service is but one of several examples where the Corps epitomizes the university motto "*Ut Prosim, That I May Serve*".

In the 1960s, when the policy of mandatory membership in the Corps of Cadets ended, the challenge began to sustain a vibrant program. By the late 1980s, the Virginia Tech Corps of Cadets struggled for its very existence and viability. Enrollment, academic rigor, and prestige of the university had risen but the focus and commitment for the Corps' leader development program was on the wane. Nonetheless, the Department of the Navy recognized the potential of Virginia Tech as a federally-designated Senior Military College and as a source of able Navy and Marine officers. An agreement was made in 1983 to place a Naval Reserve Officer Training Corps unit on campus. Even with the expanding opportunities offered with Naval ROTC, a nadir was reached in 1993 when an entering freshman class of 137 resulted in a regiment of about 400 cadets. Very few of those entering freshman cadets were ROTC scholarship recipients because the university had no incentive program to attract them and no focused recruitment program. For a period, the Department of the Air Force placed the Virginia Tech Air Force ROTC on probation because it had been unable to commission the minimum expected number of officers (15) for several consecutive years. The Army and Navy ROTC programs were perilously close to the same fate - - and all three ROTC service headquarters (Army, Navy, and Air Force) had expressed serious concerns about the relevance and quality of the Corps leader development program. Despite the formation of an alumni group to revitalize the Corps, and creative initiatives by the Commandant and his staff, there existed within the

university community a perception that the demise of the Corps was irreversible.

## **Growth of the Corps**

The achievements and challenges since the Corps implemented the first strategic plan in 1997 can be viewed through a prism informed by a historical baseline. The Corps has now grown to more than 1,000 cadets by the fall of 2012, and nearly 1,100 cadets in 2014, resulting in the largest regiment since 1968. The Army, Navy, and Air Force ROTCs are among the top officer production programs in the nation - - both qualitatively and quantitatively. Over one-third of the most recent entering first-year cadet classes have been recipients of ROTC scholarships, largely due to the growth of the Army and Marine Corps ROTC programs. Because of the high demand from high school graduates seeking Air Force and Navy scholarships, those services imposed limits on the number of ROTC scholarship winners who can attend Virginia Tech. The Corps' leader development program has attracted attention and emulation from a number of other colleges and universities. Since 1999, when it became the first land grant university to award the academic minor in leadership studies in a military-structured program, the Corps and the Pamplin College of Business have partnered to sponsor the largest academic minor at Virginia Tech, with over 1,000 minors conferred to graduating cadets.

Supported by a two million dollar endowment, the MGen W. Thomas Rice Center for Leader Development offers a challenging theoretical and experiential curriculum, sponsors an active distinguished lecture series for the campus and community, and administers the minor in leadership. Beginning in fall 2003, the Corps leadership laboratory earned academic credit for the first time, providing cadets the opportunity to earn eight credit hours during their four-year cadet career.

In the spring of 2012, the Citizen-Leader Track laboratory earned academic credit as an A-F 2-hour course, giving these cadets the opportunity to earn eight additional credit hours over four years and bringing them more in line with their ROTC peers. The establishment of a Board of Advisors to the Rice Center for Leader Development has

energized new relationships with private-sector companies, and public service organizations. Internships are on the rise and seventy percent of the May graduating Citizen-Leader track cadets in 2015 had already secured employment or follow-on graduate program acceptance. The first-year cadet system has been realigned with the current practices of military training focusing on a professional environment for cadets to succeed academically, physically, and ethically while providing clear guidance to upper-class cadets implementing values-based training. The structure and a progression of achievement in what we term as the “Red, White, and Blue Training System” has proven an effective framework to accomplish the learning objectives for first-year cadets.

During spring 2000, the Corps became a leader among the Senior Military Colleges by launching a progressive program of practical study aimed at formally preparing each rising cadet class for the leadership positions they will occupy for the coming year. The Corps Cadet Leader School (CLS) educated each cadet in rudimentary leadership principles, leadership traits to use in evaluations, and cadet leader position responsibilities. CLS also utilized a series of realistic leadership scenarios to stimulate thought on responsibly meeting the challenges cadets experience related to peer loyalty, compliance with standards and regulations, and mission accomplishment.

Commencing in fall 2000, the Corps moved to a semester leadership rotation model, rather than the previously used annual model. This change doubled the number of leadership positions and opportunities available to upper-class cadets. In fall 2007, a deputy commandant was added to the staff to direct the efforts of the leader development program to add rigor to nurturing future leaders through formal instruction, directed readings, topical speakers, facilitated seminars, writing assignments, professional skills for Citizen-Leader Track cadets, an aviation ground school, and a capstone course for cadets in senior class standing. Lt Col Don Russell became the first Deputy Commandant for VPI Battalion, three Senior Enlisted Advisors were added and each assigned to a different line battalion, and CPT Oberoi was added as a second recruiting officer for the Regiment.

The net impact of all of these improvements in the leader development program is a continuing positive change in the culture and leadership



climate within the Corps and clarity in the value of the Corps experience for each cadet. Cadets in recent years have attained remarkable accomplishments such as University Man of the Year in 1999, 2000, 2004, 2006, and 2011; University Undergraduate Leader of the Year for seven consecutive years (2004 through 2010) and most recently in 2012; the Virginia Tech Undergraduate Woman in Leadership Award for 2012. We have garnered the number-one Naval ROTC midshipman in the nation from over 150 units in (2001, 2005, and 2015); top performances at the Army ROTC Leader Development and Assessment Course in 2007, 2008, and 2009; and a Corps academic grade point average of 3.10 for Fall 2014 and Spring of 2105.

The Emerging Leader Scholarship (ELS) program continues as a factor in attracting prospective Virginia Tech students in investigating and ultimately joining the Corps, but in light of rising costs of tuition and room & board and the recovery of the economy from the low in 2008, the ELS needs an increased infusion in order to continue to be a deciding factor for incoming cadets and their parents. The ELS strategy of awarding financial assistance not only to national ROTC scholarship recipients but also to a broader spectrum of ROTC and Citizen-Leader track candidates has attracted more applicants during the economic downturn, and can continue to be a factor if funded to the extent that it can be offered to every incoming cadet at a level that equates to at least the meal plan. Our goal is to have it grow to the point it can provide enough to cover the cost of rooms for potentially 1,100 cadets. Along with the ELS, informal surveys of entering cadet classes continue to indicate another important motivator for their application to the Corps is the fee-waived university application. Finally, the \$1,000 Highty-Tighties scholarship for first-year cadets continues to help with recruitment of band members. But, in the last few years, the addition of LTC McNeill's "Two Week Trial" has significantly lowered the loss of band recruits due to "cold feet" during Summer Orientation. Retention of the "two-week-trial cadets" has been a concerted effort during New Cadet Week and the first week of classes, and has helped lead to a larger band overall.

Since fall 1999, the university has formally recognized a separate admissions process for cadet candidates, providing for additional consideration of applicants who have demonstrated leadership abilities

either in high school or from a successful work history prior to entering Virginia Tech. This university decision enables the Corps to rely not just upon SAT scores and high school grade point averages, but to seek out prospective cadets based upon recruitment of the whole person. This flexibility has been helpful to partially offset the impact of ever-increasing admissions requirements of the past decade. A Corps employee serves in the Office of Undergraduate Admissions to oversee handling of Corps applications to Virginia Tech.

One of the significant features of previous strategic plans called for a major effort to advertise and market the Corps throughout Virginia, regionally, and nationally. This effort included the purchase of national lists of candidates, and subsequent contact via conventional and electronic mailing to eligible prospective students (and their parents/guardians). Over 198,800 high school students were contacted in 2014-2015 to inform them of the virtues of joining the VTCC Class of 2018. Of those, over 156,000 prospects for the Classes of 2018 and 2019 were sent a postcard as part of larger card deck. Also, over 47,000 high school juniors and seniors received personalized emails about the Corps of Cadets from the Recruiting Officer. A record 409 prospective cadets participated in the highly successful Spend the Night program. This is a program where potential cadets come and spend a night in the residence halls, accompany cadets to classes, and generally get an appreciation for what cadet life is like.

Dedicated efforts continue in updating and distributing videos, posters, pamphlets, and other high-quality media, as well as current cadets promoting the Corps by returning to their hometown high schools over school breaks and changing the process of the Spend the Night Program to better accommodate parents and students schedules. These collective marketing activities should expand the awareness of the Corps at Virginia Tech, resulting in an increase in cadet applications and ultimate Corps growth.

State funding for the Virginia Tech Corps of Cadets has historically been problematic. Some years ago, the state legislature created an appropriations line, Unique Military Activity (UMA) for both Virginia Military Institute (VMI) and the VTCC. Back in 2009-2010, the legislature appropriated \$1,569,824 for our Corps – the same as for 2008-2009. However, the

economic conditions of the Commonwealth and university resulted in a 15% decrement in that allocation. The appropriation had remained at \$1.3M for the last several years. In the 2012-2013 budget, the university asked the governor to bring the per-cadet UMA funding level to the same comparable level to that of VMI or approximately \$2.2M total. This funding request was not supported. We then turned to the State Legislature where a bill was introduced to raise VTCC funding by \$300K of the \$800K+ shortfall. In the end, only a \$150K was appropriated. This did allow the Corps to hire back one of the positions that were lost in the reduction back in 2008...but was not enough to address shortfalls in other staff positions, uniforms, equipment, and operating costs. The shortfall was ultimately addressed in 2011 with an increase of \$600K. This addition funded critical staffing in the form of three Senior Enlisted Advisors, an Administrative Assistant, and an Enrollment Officer. However, the gap between VMI and Virginia Tech has once again emerged and state-promoted pay raises plus rising healthcare and retirement plan costs have eroded the monies available for program enhancement. This critical need must be addressed in future budget submissions.

In the university's last comprehensive fund-raising campaign the Corps had an original goal of \$30 million. The goal was established to guarantee an enduring Corps of Cadets with \$25 million directed toward the Emerging Leader Scholarship endowment; \$2 million to enhance the Rice Center for Leader Development; and \$3 million or more for Lane Hall renovation and additions. This goal was later revised upward to \$35M, and through the hard work and support of the staff and alumni, this goal was achieved.

At the national level, Congress continued to support contracted ROTC cadets with a monthly stipend ranging from \$250 to \$500 depending on the number of years a cadet has been enrolled. In 2008 the Department of Defense Uniform Commutation Fee, which reimburses ROTC cadets at Virginia Tech for uniform costs, was reduced. This coupled with a growing Corps size and lack of state funding required us to increase annual uniform and maintenance fee required for each cadet, to \$250.

## **A Vision for the Future**

### **The Bottom Line Up Front**

The following provides the broad outline of our focus areas for the coming ten years:

- Maintain a diverse and inclusive Corps between 1,050 and 1,100 cadets to ensure full occupancy of our new residence halls.
- Complete the Corps Leadership & Military Science Building
- Grow our scholarship program to cover 50% of room fees over four years. (For example, a \$48M endowment would cover all cadets at the current level ELS level, and a \$75M endowment would cover 50% of room fees.)
- Work with University Advancement to increase annual campaign participation rate to a minimum of 50% for classes graduating in the most recent 20 years.
- Work with University Advancement to fund a second faculty position in the Rice Center for Leader Development
- Work with University Advancement with an objective of hosting reunions that are attractive to the loyal alumni base of Corps graduates.
- In partnership with the Pamplin College of Business, establish a major in Organizational Leadership.
- Work to help 90% of each year's graduates of the Citizen-Leader track to achieve career starts or graduate education starts within six months of graduation.
- Establish and conduct annual overseas travel for cadets as part of an independent study program for graduation credit.
- Enhance and deepen cadets' understanding and commitment to honor and ethics.
- Maintain and financially support a musically well-balanced marching band capable of fielding 144 pieces at home football games and sufficient additional members to cover a variety of venues to include jazz band, string ensemble, and brass quintet.

- Maintain and cultivate a professional staff to carry out the mission of the Corps.
- Be prepared to transition to a competitive model for Corps admission if demand exceeds program space.

## Changing Demographics

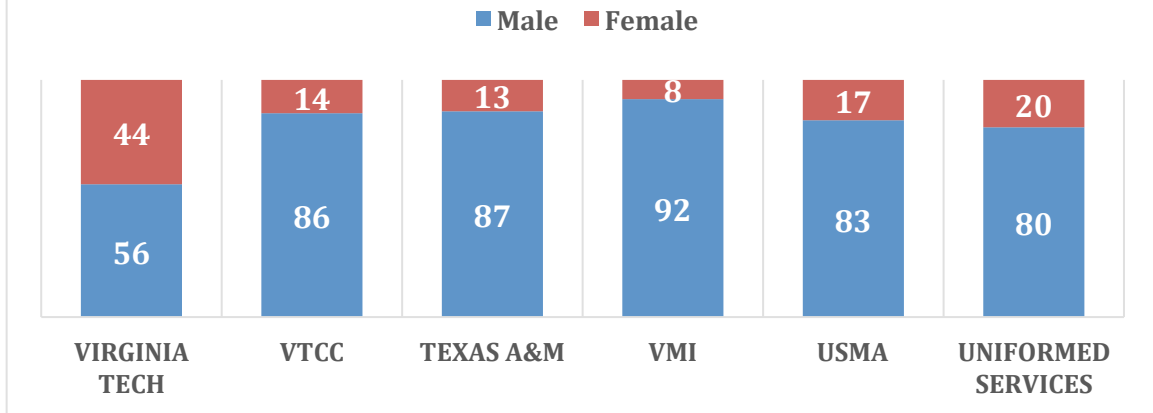
Any discussion regarding the size of the Corps and the facilities to support our program requires a better understanding of the changing demographics of the nation from whence our future cadets will come from.

**Ethnicity:** The following chart compares the ethnicity of the Corps at the beginning of fall 2014 with that of the overall university.

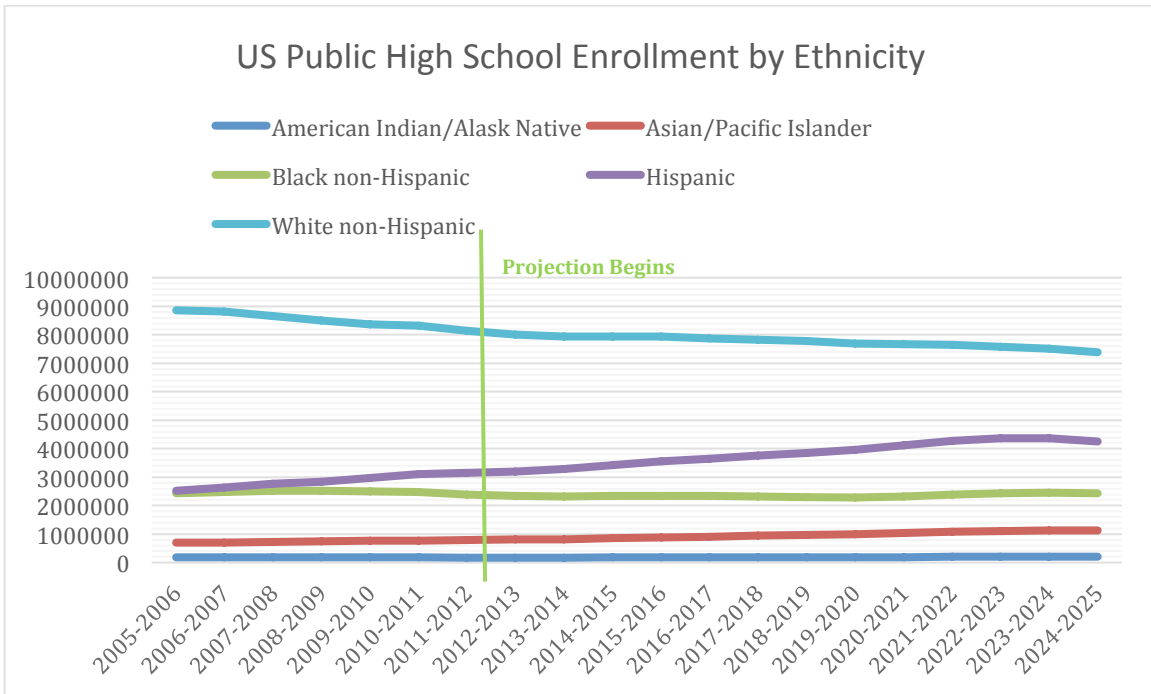
	Corps Raw	Corps %	University Raw	University %	Difference
American Indian or Alaska Native	2	0.19%	37	0.15%	0.03%
<b>Asian</b>	<b>124</b>	<b>11.48%</b>	<b>2223</b>	<b>9.19%</b>	<b>2.29%</b>
Black or African American	41	3.80%	871	3.60%	0.19%
<b>Hispanics of any race</b>	<b>77</b>	<b>7.13%</b>	<b>1279</b>	<b>5.29%</b>	<b>1.84%</b>
Native Hawaiian or Pacific Islander	3	0.28%	32	0.13%	0.15%
<b>Nonresident Alien</b>	<b>5</b>	<b>0.46%</b>	<b>1120</b>	<b>4.63%</b>	<b>-4.17%</b>
Not Reported	24	2.22%	756	3.13%	-0.90%
Two or more races	31	2.87%	1039	4.30%	-1.43%
White	773	71.57%	16822	69.57%	2.00%
<b>Total</b>	<b>1080</b>	<b>100.00%</b>	<b>24179</b>	<b>100.00%</b>	

**Gender:** The Corps is 86% male and 14% female. This compares to a ratio of 80%/20% in the uniformed services, 83%/17% at the U.S. Military Academy at West Point, 92%/8% at VMI, and 87% male to 13% female at Texas A&M.

## 2014 ENROLLMENT COMPARISON - GENDER



The 8th edition of the Western Interstate Commission for Higher Education report, *Knocking at the College Door* (<http://www.wiche.edu/info/publications/knocking-8th/knocking-8th.pdf>) projects that the college enrollment of minorities will increase dramatically between now and 2028. The report also states the overall number of high school graduates has been in decline since 2012 and is expected to continue to decline until 2018. The authors expect the number of high school graduates to remain below the 2011 peak until 2025, and then will only reach 100,000 above the 2011 high.

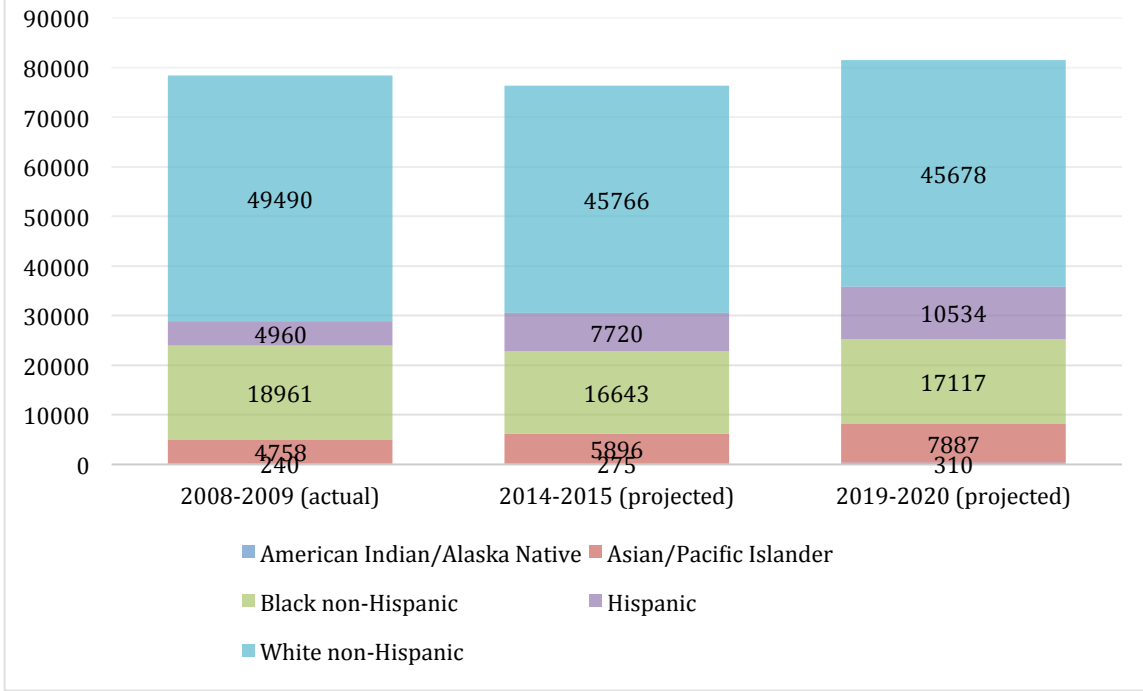


The significance of these projections in high school graduates is, according to the report, between now and 2028 there will be fewer students entering college and, for the first time the U.S. will have no single majority graduating from public high schools.

### Virginia projections through 2028

The report cited above provides specific demographics for Virginia. The number of high school graduates is projected to decline slightly between now and 2017 when it will increase to a new high by 2023-2024. Numbers are projected to decline again slightly but remain about 2% higher than the 2008-09 level.

## PROJECTED VIRGINIA HIGH SCHOOL GRADUATES



Virginia is expected to follow the national trend of a more diverse population of high school graduates with white non-Hispanic graduates declining by 14% between 2008 and 2027. The number of Hispanic public high school graduates will almost triple from 5,000 in 2008 to 14,000 in 2024 when it will drop to about 12,000 by 2027. The Hispanic population will increase 60% from 2008 to 2027. Asian/Pacific graduates will also increase significantly during this period.

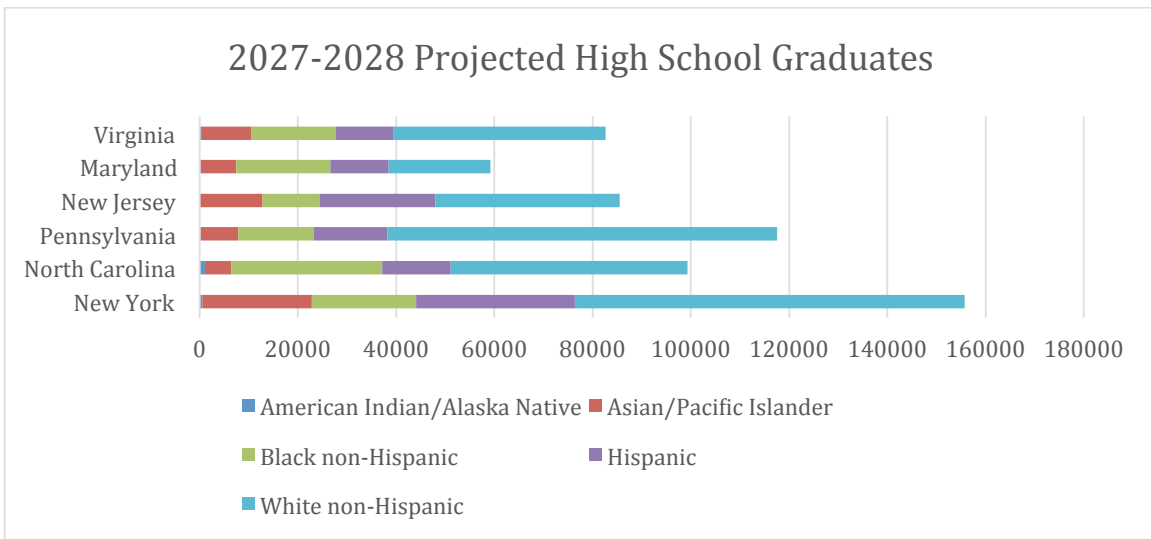
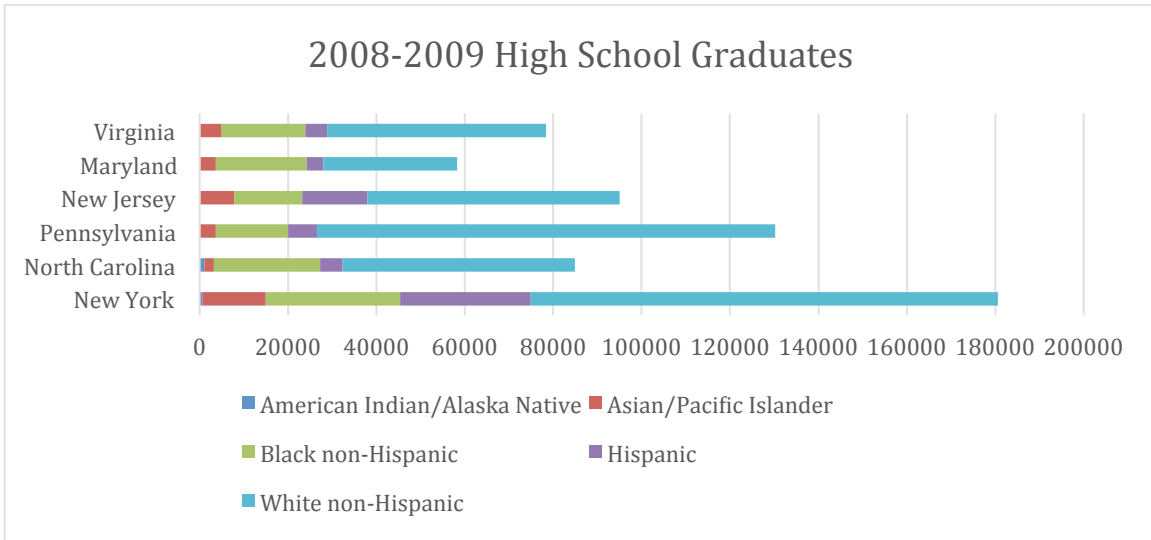
The report projects the following for public high school graduates in the Commonwealth of Virginia:

- White non-Hispanics decline from 63% in 2008 to 56% in 2019 and 52% in 2027
- Hispanics increase from 6% in 2008 to 16% in 2023, then dropping back to 14% in 2027
- Asian/Pacific Islanders increase from 6% in 2008 to 12% in 2027
- Black non-Hispanics decrease from 24% in 2008 to 21% in 2027



Taken together, these projections suggest that our focus on recruiting and the skill sets of our staff for increased diversity and inclusion will be required.

Similar trends can also be seen in the most common states for students to have permanent residence beyond Virginia; Maryland, New Jersey, Pennsylvania, North Carolina, and New York.



## **Recruiting and Retention**

The Corps surpassed the 1,000 cadet mark with the incoming 2012 class and has remained above 1,000 ever since. In the past, the 1,000-cadet mark was hailed as a goal. This was due to analysis, which indicated this as a minimally optimum range for providing right-sized organizations for cadets to develop their leading skills.

First, we will continue to take steps to maintain a diverse enrollment between 1,050 and 1,100 cadets through balanced actions of both recruiting and retention. More importantly though, our primary focus is on continuous improvement of the quality of our programs and the Corps experience that can positively affect both.

All three federal military departments report positive recognition of the Corps' leader development program and its contribution in preparing junior officers for productive service with exemplary professional and character values. We must ensure that our actions continue to earn and retain this reputation.

At the same time, recognizing that the military services may contract due to a combination of budget concerns and changes in national security strategy, we must and are taking steps to increase the attractiveness of our leader development programs for students who may not be planning to pursue a military career following graduation.

The combination of Emerging Leader Scholarships and vigorous efforts by the recruiting staff, bolstered with support from our alumni, is resulting in a reasonable number of freshmen entering the ranks each year. To sustain a Corps of between 1,050 and 1,100 cadets requires a first-year class accession of 365 cadets, though due to a large class graduating in 2016, 375 entering cadets will be needed for the next two years. The 2014 class entered at 335 and around 345 are expected for the 2015 entering class. We cannot assume that such numbers will appear without increased efforts in all areas...in particular the growth of our Emerging Leader Scholarships to cover more students, at higher amounts to keep pace with rising costs of education.

## **Emerging Leader Scholarships and Commandant's Priority Funding**

The Emerging Leader Scholarship (ELS) Program has been credited with helping to drive Corps growth, both quantitatively and qualitatively, since the program's inception in 1995. The Commandant's Priority funds, sourced primarily through the university's annual campaign, provides needed funds to make up for any shortfalls in commonwealth funding, to address emergent needs, and to launch new initiatives.

As we look forward to the university's next major campaign, and the rising costs of education, we will need to embark on a sustained and substantial expansion of donor support for the ELS program as well as sustained support through the Commandant's Priority Fund. With regard to ELS scholarships, this will likely be a combination of endowed funds as well as grants from philanthropic organizations and partnerships with industry.

The logical first step is to maintain the ability to offer an ELS to every incoming cadet. Next will be to set goals to cover increasing portions of room fees, especially as we anticipate rate increases in the new residence halls.

Given the changing demographics of our alumni base, it will be important to focus on legacy gifts, as well as ongoing support to help ensure that all cadets are offered the opportunity for an ELS scholarship and to achieve a goal of covering a percentage (50%) of the cost of anticipated room fees. If done only with endowed funds, this would mean a goal of somewhere in the neighborhood of a \$75M endowment for the Corps. Other sources that could help offset this need are grants through foundations and scholarship partnerships with companies.

Statistics would suggest that there is significant room for growth in annual giving, in particular from recently graduating classes whose rate of participation is around 15%. Given a substantially smaller alumni base in the coming years, it is imperative that steps are taken to more fully engage and enable recent graduates to develop the habit of giving back to the Corps.

To promote this relationship with Corps alumni, it is increasingly important that we work with University Advancement to ensure that future alumni programs, in particular reunions, offer programs that are attractive to Corps graduates. There is a concern that with reduced number of Corps class sizes, that emphasis will be removed from that segment of alumni which has proven to be the most loyal to the university as a whole.

## **Facilities**

The original home of the Corps of Cadets is centered on the Upper Quad. Our desire is that it remain so and to enhance the area in honor of the Corps' history and for the benefit of all cadets, past, present, and future.

### **Residence Halls**

Construction is underway for two new residence halls with expected occupancy taking place in the fall of 2015 and 2016 respectively. Once completed, Thomas and Monteith Halls will be removed and the Corps will be maintained within the two new residence halls.

### **Lane Hall**

The Corps had not occupied Lane Hall for around three decades.

As part of the arrangements for new residence halls, Lane Hall has been added to the list of historic buildings on both the Commonwealth of Virginia and the National registry. Our intent is that Lane Hall will remain the centerpiece of the Upper Quad and will receive such updates as necessary to preserve the structure.

The Commandant's staff is currently occupying two of the five bays and will do so until such time as the new Corps Leadership & Military Science Building is complete. Long-term, the university's plan calls for the entire building to come back to the Corps and initial concepts include heritage rooms for each company and storage areas for such equipment as instruments and music for the Highty-Tighties and a Regimental Arms Room.

The primary focus for facilities shifts to completing the construction of the Corps Leadership & Military Science Building. The private component of fund raising is well underway. The next phase will be ensuring support and prioritization by the university and the Commonwealth of Virginia to complete the project in a timely manner. The goal would be to start as early as 2018 and no later than 2020.

The Corps Leadership & Military Science Building will include the Commandant's Staff, the ROTCs, classrooms, Tailor Shop, Museum, and Rice Center for Leader Development library.

### **War Memorial Gym**

There are two, on-campus facilities that support cadet student physical fitness programs: McComas Hall and War Memorial Gym. The War Memorial Gym is much closer, geographically, and has the unique large capacity gymnasiums that are used for large formation physical training of the Corps and ROTC programs.

The War Memorial Gym is not air conditioned and lacks many of the amenities available in the newer, McComas Hall facility. The university's long-range plan is to address shortcomings in the War Memorial Gym building and discussions will take place with regard to the final configuration. The Corps, with support from the Division of Student Affairs, will advocate to ensure that the unique physical training venue requirements necessary for Corps and ROTC training will be sustained in any future configuration.

### **Obstacle Course**

The Obstacle Course is a key and essential training area for the Corps of Cadets and the ROTCs. The training, physical fitness, and team building that takes place here is vitally important and prepares cadets for similar courses they will experience that have an impact on their selection for commissioning.

A much-needed upgrade was carried out over the summer of 2014 and provides for improved equipment and long-term sustainability.

## **Rappelling Tower**

The Rappelling Tower is another important asset for cadet training as well as for other constituencies on and off campus. An agreement was recently made with University Facilities to provide for a refresh of the tower to include power washing and painting in 2015. This will need to be factored into future budgets of the Corps to ensure that the facility is maintained to standards.

## **The Future**

Given the construction of two, dedicated residence halls for the Corps, with just under 1,100 bed spaces, this plan uses the 1,050 – 1,100 as the desired end strength of the Corps. While idealistically we would want to grow the Corps to even larger sizes, the infrastructure of the campus and the funding structure for the Corps argues for this number of cadets in the program for the short to mid-term. What this allows us to do is then focus our efforts and resources on raising the quality of this program rather than seeking size for the sake of size.

As we prepare to embark on the third and final building structure, the Corps Leadership & Military Science Building, the stage is set for a bold and exciting future for the Virginia Tech Corps of Cadets. Our efforts here will be to complete the fundraising efforts for construction and ensure support through the Commonwealth's capital construction process.

The ELS was originally established to offset the cost of room and board fees. Over time however, with the growth of the Corps and certainly with the new residence halls, the current ELS fails to cover all cadets and falls well short of covering room and board expenses. Thus our first step in ELS / grant growth is to establish enough funding to cover all eligible cadets with an ELS scholarship and move toward a goal of 50% coverage for room fees.

**Maintain a diverse and inclusive Corps between 1,050 and 1,100 cadets to ensure full occupancy of our new residence halls.**

**Complete the Corps Leadership & Military Science Building**

**Grow our scholarship program to cover 50% of room fees over four years. (For example, a \$48M endowment would cover all cadets at the current level ELS level, and a \$75M endowment would cover 50% of room fees.)**

**Work with University Advancement to increase annual campaign participation rate to a minimum of 50% for classes graduating in the most recent 20 years.**

**Work with University Advancement to fund a second faculty position in the Rice Center for Leader Development (approximate cost \$1.5M endowment).**

**Work with University Advancement with an objective of hosting reunions that are attractive to the loyal alumni base of Corps graduates.**

## **Continued Development of the Corps' Curriculum and Experiential Program**

Leadership is both a science and an art. Leadership can be studied and learned, but must also be practiced in order to fully comprehend and embrace its power and potential for good.

The leader development program of the Corps of Cadets is a four-year, progressive program based upon a positive, servant-leader model whose foundations are selflessness steeped in respect for others. Cadets are challenged and encouraged by practical application and frequent evaluation in positions of ever-increasing responsibility within a culturally diverse and mixed-gender leadership environment.

### **Servant-Leadership**

The Corps Leadership Program, in combination with academic requirements met through ROTC classes and in the various colleges of Virginia Tech, provides every cadet the opportunity to earn a minor in leadership studies awarded by the Major General W. Thomas Rice Center for Leader Development.

The Servant-Leader focus begins with developing active followership skills in our incoming freshmen. Elements include, self-development, self understanding, college success strategies, and intro to leadership.

Sophomores are expected to assume the role of frontline leaders at the beginning of the White Phase of training. With the focus on small unit leadership, essential skills developed during this period include mentorship, one-on-one and one-on-few training and development of their subordinates. There is a continued focus on team building as a class as they are incorporated into new units also occurs during this period.

The focus for Juniors is on organizational leadership. During this year they are fully engaged in the day to operations of the Corps and see to the functioning of their organizations as well as overseeing the growth and development of the sophomore class.



Seniors are at a transition point in the leader development and their leaders focus is at the strategic level. First they are seeing to the strategic direction of their organizations and set specific goals that inform the actions of all other members of the Corps. They are also at the stage where they are preparing to transition to their post-Corps professions and thus should be putting the final touches on their own development.

### **Self-Management and Learning Skills**

The transition from High School to a collegiate pace of life and academic rigor is often a significant change for first-year students/cadets. The focus in the first year is developing personal productivity and learning skills that will sustain them for a lifetime.

The Corps' programs for achieving academic success have produced significant results.

### **Developing Emotional Intelligence**

Studies continue to show a high correlation of leader success with increased levels of emotional intelligence. The Corps intends to be at the leading edge of embracing diagnostic tools and intentional development in this area. This begins with assessment of our key leaders selected for Fall leadership positions and Cadre duty.

Based on this experience, we will consider expansion to more members of the Corps as part of their baseline education and experience.

### **Critical Thinking Skills**

Critical thinking skills are an inherent capability great leaders must have. The ability to evaluate situations, understand desired outcomes, uncovering and challenging assumptions, and discerning required actions while being mindful of and mitigating unintended consequences is essential. Juniors will be introduced to very specific thinking processes embodied in concepts like the Theory of Constraints.

Acknowledging that leading change and managing change in a rapidly evolving environment will be the norm, the senior year introduces methods on how to accomplish both of these functions at the strategic level of an organization.

### **Physical Fitness**

Superior physical fitness is an inherent requirement for military service. More broadly, it is essential regardless of a chosen profession so that a person's full potential can be brought to bear. Consequently, we will pursue means to achieve high physical fitness but in new ways that also reduce if not eliminate injuries in the near-term and prevent problems that will surface decades from now. Given the wide-variety of food options that Virginia Tech offers rather than institutional meal planning, it becomes very important to educate cadets so they can make informed decisions regarding their nutritional choices.

The Corps has introduced ChiRunning as its preferred method for form and development in the important area of running. All of the ROTC and Corps fitness tests include a running element. ChiRunning is a methodology that provides both reduced likelihood of injury and improved performance.

### **Financial Management and Preparedness**

Today's students graduate with increasing amounts of debt and will pursue their professions in one of the most challenging economic environments in recent history. Thus it is incumbent on the Corps to provide education and training on how to start their careers with a solid understanding of basic financial and investment skills.

In an age where workers deal with knowledge and information more than hard physical labor, the ability to communicate...in written as well as spoken word...becomes more critical than ever. The Corps will seek ways to provide experience in formal writing and public speaking for all our members.

## **Career Choices and Management**

Corps members who are pursuing military careers will enter a structure where career planning is firmly institutionalized. This needs to be the case for our members of VPI Battalion...the Citizen-Leader track as well. Our goal will be to maximize internships for our Citizen-Leader track cadets desiring that opportunity between both the sophomore and junior years, and the junior and senior years. We will partner with business and institutional leaders, alumni and university Career Services to achieve this goal.

Through the Board of Advisors to the Rice Center for Leader Development, we desire to form strong relationships with public and private sector organizations to endow scholarships and create a pipeline for graduates to joining the organizations.

## **Development of Global Perspectives**

In order to achieve our vision of Global, Ethical Leaders, it is incumbent that we provide experiences that include exposures to other cultures and parts of the world. Some of this can be achieved by taking advantage of university programs and the international components of faculty, staff, and students.

Another key ingredient is the opportunity to study abroad. While continuing to avail ourselves of the existing programs, such as DoD's Global Officer program and summer training experiences, and the Olmstead Foundation scholarship, the Corps will begin to plan and execute its own international trips. The goal would be that these count as Independent Studies receive graduation credits.

## **Development of a major in Organizational in Leadership**

Discussions with the Dean of the Pamplin College of Business indicate a willing partner to expand on our existing Minor in Leadership. Conceptually, by adding additional course requirements, a Major in Organizational Leadership could be established that would be part of a double-major in conjunction with another discipline.

## **Adding an Additional Faculty Member to the Rice Center for Leader Development**

With the growth of the Corps and the further (and desired) development of our academic programs, it is important that the Rice Center have sufficient staffing to develop and execute our academic programs. To that end, we desire to seek an additional, new endowment to fund a faculty position and further support to the program.

In summary, the Corps is a structured military-style environment designed to develop the whole person: mentally, physically and morally while instilling in each cadet the essential attributes and competencies for successful leadership.

**In partnership with the Pamplin College of Business, establish a major in Organizational Leadership.**

**Work to help 90% of each year's graduates of the Citizen-Leader track to achieve career starts or graduate education starts within six months of graduation.**

**Establish and conduct annual overseas travel for cadets as part of an independent study program for graduation credit.**

### **Honor and Ethics**

A deep understanding and commitment to honor and ethics underpins everything a leader does and everything a leader is.

We recognize that honor and ethics are learned concepts that become part of a person's character, over time, based on what they think, say, and do. Our program will take steps to further inculcate these values and an ongoing dialogue utilizing real-world case studies throughout all four years of the Corps of experience.

**Enhance and deepen cadets' understanding and commitment to honor and ethics.**

## **Budget**

The Unique Military Activity (UMA) account was established by the Commonwealth to provide for functions, programs, and personnel that were needed for the military programs at both VMI and Virginia Tech. It was anticipated a roughly equal distribution of funds based on the number of cadets at each institution.

Careful management of funds over the last several years, coupled with an increase in UMA funding achieved in 2012, allowed the Corps to address chronic shortfalls in personnel staffing and programs. Continued cost growth for pay and benefits is eroding the amount of money available for program enhancement.

Meanwhile, the amount of money going to VMI (via UMA) has continued to increase. We must vigorously address our long-term funding shortfalls within the Commonwealth, flexibility.

## **Uniform Costs**

As part of the long-term goals for full cost of education, we will continue to look for ways to acquire high-quality uniforms at economic rates and maintain, if not eliminate, the cost of uniforms to our cadets.

## **Regimental Band**

The Highty-Tighties are an integral part of the history and life of both the university and the Corps of Cadets. Just as the size of the Corps has waxed and waned over time, the Highty-Tighties today are enjoying increased numbers and support.

Over the coming decade, the intent is to cement these gains and maintain a highly qualified and properly resourced regimental band capable of performing with 144 members at football games along with various ensembles and groups on and off campus.

The Highty-Tighties will continue to be ambassadors of our institution and thus support for annual trips, scholarship/stipends, music, and

equipment will continue to be reasons for strong financial support from the commonwealth and alumni.

As we have seen success and positive feedback from our recent bagpipe performers, a long-term goal will be to develop and field a group of cadets capable of playing bagpipes both with, and without the marching band.

**Maintain and financially support a musically well-balanced marching band capable of fielding 144 pieces at home football games and sufficient additional members to cover a variety of venues to include jazz band, string ensemble, and brass quintet.**

## **People**

There is no question that it is people...their quality and their quantity, that can make or break a program, and it is people that make the most of whatever facilities or funding is provided.

The quality of the servant-leaders who have and continue to make up the Commandant's staff is superb. The ability to properly and appropriately grow, compensate, and develop the staff is key.

With regard to continued development of our current staff, we continue to make this a priority within available funding, and commensurate with university policies. Areas for growth include diversity, inclusion, and global competencies.

**Maintain and cultivate a professional staff to carry out the mission of the Corps.**

## **Over the Horizon...A Competitive Model for Corps Admission**

One could easily see how a leader development program of this quality would be extremely attractive to potential cadets and their families and would likely contribute to more demand than available bed spaces would allow. While optimally we would like to be able to offer the program to all students inclined to join, there is both a physical and

fiscal reality that must be taken into account. Recent history has demonstrated the importance of having all cadets co-located on the Upper Quad. With the removal of both Thomas and Monteith Halls, the two, new residence halls with just under 1,100 bedspaces, will be the primary residences for our program. Having small numbers of cadets housed off the Upper Quad lessens the quality of their experience and presents significant challenges in terms of oversight and engagement by staff. Also, further growth in the Corps only raises the need for more funding for Emerging Leader Scholarships, growth in staff, and pressure on classroom sizes and dining facilities that are already challenging for the size of the Corps we have today. Any sustained growth in the Corps would have to come with a substantial commitment by the Commonwealth, university, and donor-base...to include an additional residence hall on the Upper Quad. Given these challenges, and potential increased demand for our program, we could find ourselves in a position, similar to the federal service academies, for selective (competitive) processes to gain admission into our program. This could also drive higher rates of retention and thus reduce the effort expended in recruiting. Given this, we must consider how such a competitive model might operate.

**Be prepared to transition to a competitive model for Corps admission if demand exceeds program space.**

## **In Closing – In the Spirit of Ut Prosim**

Any plan, but especially a strategic plan, acknowledges a starting point and offers an ending point. While these portend exciting changes, what is unwavering as we look to the future is the commitment to the mission of the Corps and the principles and values that have sustained it over a century and half.

Given the ever changing circumstances and context that we operate in, a plan can and must also provide a degree of flexibility in how one arrives at the desired end-state...or in our case...another milestone in the history of the Corps. Thus, we will consider this plan to always be in a state of “beta” ...affording the opportunity to take advantage of new circumstances and opportunities.

We also know that we are not an island unto ourselves. Our work takes place within the context of a larger university, supported by dedicated and energized alumni, and public and private sector organizations that appreciate what we do and the young men and women who participate and graduate from our program.

Looking ahead we are only limited by our vision, and our willingness to pursue all that is necessary to make that vision a reality.

Always, always, in the Spirit of Ut Prosim.

*That I May Serve.*