



Way Forward

Major General Cedric T. Wins
13 July 2021



Unifying Action Plan

One Corps – One VMI A Unifying Action Plan



Office of the Superintendent
Virginia Military Institute
Lexington, Virginia 24450

Assessment by the Superintendent
and accompanying Unifying Action Plan

UNIFYING ACTION PLAN

KEY TASKS

1. Address Any Systemic Racism and Intolerance - Immediate Actions.
2. Upgrade the VMI System for Diversity, Equity and Inclusion - Near-Term Actions.
3. Invest in the Future - Long-Term Actions.

Moving VMI Forward

The Virginia Military Institute must advance the VMI experience, traditions, and culture, to be more positive and honorable for all VMI's Cadets, Faculty, Staff, Alumni, Parents and Friends.

FOCUS AREAS

1. Health, Welfare and Resiliency of the Corps of Cadets.
2. Facilities and Quality of Life.
3. Leadership, Mentorship and Talent Management.
4. Greater Academic Diversity - Faculty and Staff Efficacy.
5. Internal and External Communications.



OUTCOMES

- (1) A **VMI Brand** which is honorable and trusted
- (2) A **Diverse and Inclusive VMI**, representative of the Nation
- (3) Those who are **Committed to Honor**
- (4) A VMI that **Competes to Win**; always striving for high achievement
- (5) **One-VMI**, where out of many comes one pursuit of excellence.

Cadet - Life

Academics

Military

Athletics



Equity Audit Recommendations Tracking



June 1, 2021

Commonwealth of Virginia
 State Council of Higher Education for Virginia
 Peter A. Blake, Director
 Procurement Office – 10th floor
 James Monroe Building
 101 North 14th Street
 Richmond, VA 23219

“MARCHING TOWARD INCLUSIVE EXCELLENCE: AN EQUITY AUDIT AND INVESTIGATION OF THE VIRGINIA MILITARY INSTITUTE”

FINAL REPORT OF THE BARNES & THORNBURG LLP
 SPECIAL INVESTIGATION TEAM

Numbers	Recommendation	BoV Objective	UAP Corresponding Key Task	UAP Focus Area	Department Responsible	Status/% Complete
1	Maintain accountability					
1(a)	VMI should create a comprehensive, unified, public strategic plan around DEI improvements with measurable goals.	OBJ 1	Key Task 2	Focus Area 1,2,3,4,5	CDO	
1(b)	Beginning in January 2022, and for a period of at least three years, VMI should submit quarterly reports to the Board of Visitors, to SCHEV, and to the General Assembly.	OBJ 1	Key Task 2	Focus Area 5	CoS	
1(c)	The General Assembly and the executive branch should appoint an independent committee or other entity to evaluate these reports.	OBJ 1	Key Task 2	Focus Area 5	CDO	
1(d)	In constituting the Committee, the General Assembly and executive branch should prioritize diverse	OBJ 1	Key Task 2	Focus Area 5	CDO	
1(e)	The Board of Visitors and administration of VMI should be required to take regular annual DEI training.	OBJ 1	Key Task 3	Focus Area 5	Sec to the BoV and HR	
2	Improve diversity in leadership and the corps					
2(a)	VMI should include in its plan a strategy with measurable goals to recruit, maintain, and promote minority and female administrators, faculty, and staff.	OBJ 1	Key Task 3	Focus Area 3,4	HR	
2(b)	VMI should establish and support a Faculty Senate and Faculty DEI Committee (or similar bodies) with a direct reporting line to MG Wins and the Board of Visitors.	OBJ 1	Key Task 1	Focus Area 3,4	Depty Supt for Academics	
2(c)	VMI should monitor public statistical information on DEI metrics and initiatives from other military colleges and Virginia institutions of higher learning.	OBJ 1	Key Task 3	Focus Area 1,4	IR	
2(d)	VMI should review the feasibility of establishing and funding scholarships and support for minority non-athlete cadet recruitment and retention.	OBJ 1	Key Task 3	Focus Area 4	Admissions and Financial Aid	
3	Monitor and adjust institutions and traditions					
3(a)	VMI should perform a root cause analysis as to why minority cadets are drummed out at	OBJ 2	Key Task 2	Focus Area 1	IR, CDO	
3(b)	VMI should analyze statistics on cases brought to the Honor Court and monitor and address any disproportionate impact on minority cadets.	OBJ 2	Key Task 2	Focus Area 1	Honor Court rep	
3(c)	VMI should clarify what constitutes an Honor Code violation and what penalty will be applied.	OBJ 2	Key Task 2	Focus Area 1	Honor Court rep and CMTD	
3(d)	VMI should examine data related to punishments to ensure that they are applied equitably.	OBJ 2	Key Task 2	Focus Area 1	CMTD	
3(e)	VMI should critically study the honor Court's "education" policy and assess whether and how this practice is consistent with VMI's "single sanction" policy.	OBJ 2	Key Task 2	Focus Area 1	Honor Court rep	
3(f)	VMI should consider non-unanimous verdicts, faculty on juries, and prohibiting juror strikes based on race or gender and track information on juries.	OBJ 2	Key Task 2	Focus Area 1	Honor Court rep	
3(g)	VMI should permit cadets to have the assistance of legal counsel in an Honor Court proceeding.	OBJ 2	Key Task 2	Focus Area 1	Honor Court rep and AG office	
3(h)	VMI should provide training to all faculty defense advisors and cadets who run the Honor Court including on implicit bias.	OBJ 2	Key Task 3	Focus Area 1	Honor Court rep	
3(i)	VMI should ensure that all incoming cadets, including athletic recruits, are provided with standardized, complete materials on what to expect before they matriculate.	OBJ 2	Key Task 3	Focus Area 1,3,5	C&M	
3(j)	VMI's Alumni Agencies should supplement their DEI plans to evaluate and implement DEI efforts undertaken by the alumni associations at peer schools.	OBJ 1	Key Task 3	Focus Area 3	Agencies	
4	Temper associations between VMI and the Civil War and Confederacy					
	VMI should continue to reduce and replace the emphasis on traditions and iconography associated					

- Date Equity Audit and Investigation finalized: 1 June 2021
- Established the Recommendation Review Committee: 2 June 2021
- VMI acknowledged all recommendations would be reviewed: 2 June 2021
- 42 Recommendations:
 - 8 = complete
 - 21 = In-progress or ongoing prior to report's publication
 - 7 = require further study or review
 - 6 = only be implemented by outside organizations such as the General Assembly or the VMI Alumni Agencies
- BOV Executive Committee meeting: 8 July 2021
- Recommendations Progress and Status Tracking: On-going



Implementation Process

- **Unified Action Plan**
 - **Corresponding VP level Unified Action Plans**
- **Specified and Implied Task Action Taskers Update:**
 - **Every other Tuesday**
- **Specified and Implied Task Action Tasker Individual Deep Dives:**
 - **Every four weeks**
- **Equity Audit Recommendations Response and Tracking**
- **Quarterly Report Timeline (T) (Beginning NLT Jan 2022):**
 - **Sep: BoV**
 - **Oct: Quarterly Report:**
 - **Jan: BoV**
 - **Jan: Quarterly Report**
 - **Apr/May: BoV**
 - **May: Quarterly Report**
 - **Aug: Quarterly Report**



Key Areas- On Going Actions

Health, Welfare and Resiliency of the Corps of Cadets

- Honor System Review:
 - Committee meeting every Thursday starting 8 Jul
 - Revised Standard Operating Procedure (SOP) completed in Aug with the intent to implement for the Fall semester
- Increased efforts to address racism and sexism in barracks
- General Order #1 (Weekly schedule and departmental responsibilities) Review

Facilities and Quality of Life

- Monuments and Naming Committee review
- Post and barracks physical security assessment

Leadership, Mentorship and Talent Management

- VMI organizational structure review
- Expansion of cadet recruiting diversity initiatives
 - Expanded enrollment of cadets of color and under-represented populations
 - Recruitment and improved retention of female cadets
- Review and enhancement of the Human Resources Diversity Hiring Program
- Chief Diversity Officer and staff selection and siring

Greater Academic Diversity – Faculty and Staff Efficacy

- Staff and Faculty workforce assessment
- Recruitment and Retention of diverse academic faculty and coaching staff

Internal and External Communications

- Internal and external communications effectiveness



Timeline

Summary of key dates and activities:

- 17-18 May SCHEV Council Meeting
- 25 May MG Wins Lunch Meeting with Del Bagby and Del Torian
- 1 Jun B&T Report Issued
- 2 Jun BOV Meeting and Adoption of Report Recommendations
- 10 Jun MG Wins meeting with W&L and Mayor of Lexington
- 11 Jun MG Wins meeting with Rockbridge NAACP
- 11 Jun Keydet Club Meeting and Briefing to Alumni by MG Wins
- 15 Jun MG Wins conversation with Governor Northam
- 16 Jun Ms. Connelly and Mr. Blake meeting with MG Wins
- 16 Jun Secretary Qarni, Deputy Secretary Bradford, and Dr. Underwood meeting with MG Wins
- 21 Jun MG Wins meeting with Senator Norment
- 1 Jul DEI Plan Due (1 September Extension to be Requested)
- 1 Jul 6-Year Plan Submission
- 8 July BOV Executive Committee met and adopted DE&I objectives and quarterly equity audit reporting standards
- 9 Jul CDO Starts Employment at VMI
- 13 Jul SCHEV Council Meeting, MG Wins to Brief SCHEV Council
- 15 Jul Senator Howell meeting with MG Wins
- 19-23 Jul (T) CDO meeting with Governor Northam and Dr. Underwood
- 22 Jul Senator Locke meeting with MG Wins
- 2 Aug General Assembly Special Session
- 12 Aug 6-Year Plan Presentations to Op-Six
- 9-11 Sep BOV Meetings
- TBD Meeting with House of Delegates Leadership
- TBD BOV Investigation Committee Meeting
- TBD Meeting on Post with Dr. Underwood and other Cabinet Secretaries
- Jan 1st Quarterly Report on Investigation Due to BOV, SCHEV, General Assembly

Completed