

August 1, 2024



Members of the Virginia General Assembly  
General Assembly Building  
900 East Broad Street  
Richmond, Virginia 23219

In accordance with the Code of Virginia section § 2.2-602, Paragraph B, I am pleased to submit the 2024 Diversity, Opportunity, and Inclusion Budget and Workforce Report for the Virginia Military Institute (VMI). This report provides an overview of our workforce onboarding, retention, and recruitment efforts, aligning with the Commonwealth of Virginia's objectives and policies. Attached is an analysis of our current initiatives and an outline of our goals for the upcoming year.

This year's report highlights several key initiatives, including targeted recruitment efforts to attract a more diverse applicant pool, training programs to enhance skills, and improved onboarding processes for new employees. Additionally, we are implementing a new strategic plan, *Forging 21st Century Leaders: 2024-2034*, to ensure equitable opportunities for professional development and advancement.

Thank you for your continued support and partnership. We look forward to receiving any feedback or questions you may have regarding this report.

If you have questions, please contact VMI's Chief Diversity Officer at [williamsba@vmi.edu](mailto:williamsba@vmi.edu).

Regards,

A handwritten signature in black ink, appearing to read 'Cedric T. Wins', written in a cursive style.

Cedric T. Wins  
Major General, U.S. Army (Retired)  
Superintendent  
Virginia Military Institute  
Lexington, VA

Enclosure: DOI Budget and Workforce Report for 2024

cc: Valarie Stores, Director of Human Resources  
Briana Williams, Chief Diversity Officer



## DOI BUDGET AND WORKFORCE REPORT 2024

The Virginia Military Institute (VMI) has always taken a comprehensive approach to creating a work environment where employees can flourish, ensuring that VMI remains a leader in developing the next generation of visionary leaders. In our pursuit of excellence, we understand that there is always room for improvement. We are committed to fostering a culture of continuous growth and development. Our current practices focus on identifying top talent, encouraging professional development, and offering each employee the resources they need to succeed. Looking to the future, we plan to expand these programs further, focus more on wellness initiatives, and increase diversity and inclusion efforts. By doing so, we will create an even more supportive and dynamic environment where every team member feels valued and empowered.

### **Integration with Forging 21<sup>st</sup> Century Leaders: Strategic Plan 2024-2034**

One of the objectives of VMI's Forging 21st Century Leaders: Strategic Plan 2024-34 is to, "Provide a supportive work environment that enhances employees' well-being through effective recruitment, onboarding, development, engagement, and compensation." This objective underscores VMI's commitment to fostering a workplace where every individual feels valued and empowered. By prioritizing the well-being of its employees, VMI aims to create a dynamic environment conducive to both personal and professional growth.

Link to [Forging 21st Century Leaders: VMI Strategic Plan 2024-2034](#)

### **Recruitment and Retention**

VMI leverages a variety of recruitment platforms and engages in strategic outreach to attract a wide range of talented individuals. Under our Director of Human Resources, we have expanded our recruiting grounds and have become more diverse in our print ads and social media postings advertising open positions. We are also hosting and attending more job fairs. We are committed to fostering an inclusive environment that welcomes individuals from all backgrounds and aims to reflect the rich diversity of the Commonwealth of Virginia as well as the society we serve.

### **Accessibility**

VMI continues to utilize the "Alternative Hiring Process" to provide greater access for job applicants with disabilities. We have also begun to post open positions at rehabilitation centers, on hospital job boards, and at Veteran's facilities.

### **Onboarding**

In the past year, we have improved our onboarding and new employee orientation models by hiring a dedicated employee trainer, developing new workshops, and increasing the frequency of our training modules.

## **Employee Development Programs**

We desire to be an employer of choice within the Commonwealth of Virginia. To support this goal, we offer a range of professional development opportunities through our Center for Leadership and Ethics (CLE). These programs include one-hour Lunch & Learn Seminars as well as more intensive offerings such as Lean Forward, Supervisor Training, and Emerging Leaders. Every employee can take advantage of at least one of these offerings.

## **Surveying**

A best practice within any organization is conducting an annual employee climate survey. We use those results to tailor our planning for the upcoming academic year. Currently, we are conducting a lifecycle audit of our Human Resources Department because of feedback from the previous year's survey. We have also engaged with Hanover Research to conduct a series of climate surveys. Currently, we are engaged in a Manpower Assessment Survey. The information gained from this assessment will help us identify greater leadership opportunities within our environment and assist with succession planning efforts. We will continue to work with Hanover over the next three years to improve both the employee and student experience.

## **Goals for 2024-2025**

Agency Goal 1: Expand Employee Development and Training Opportunities. Much of VMI's DO&I efforts have been cadet-focused but we understand the importance of DO&I for employee recruitment, development, retention, and succession planning. DO&I and Human Resources goals will be aligned to improve the employee experience and to advance VMI's reputation as an employer of choice within the Commonwealth of Virginia.

Agency Goal 2: Increase Collaboration Between Relevant VMI Offices. This includes but is not limited to Title IX/Inspector General, Cadet Counseling, and Athletics to provide holistic support for employees and cadets.

Agency Goal 3: Continue to Partner with Community Organizations. We will continue to enhance our culture of citizen soldiership, remove barriers to community participation, and share VMI's extensive intellectual and leadership resources within Rockbridge County and beyond.

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We believe that by investing in our employees, we are not only furthering individual career goals but also strengthening the entire VMI community. As we move forward, we will continue to seek feedback from the Commonwealth of Virginia and other stakeholders and adjust where needed to ensure that our practices align with state and federal policies as well as the evolving needs of our workforce. Together, we can build a brighter future and maintain VMI's legacy of excellence in leadership development.

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