Virginia Military Institute

Administrative and Professional Faculty Handbook

November 2011

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Non-discrimination Statement

Consistent with Federal and State law, the Virginia Military Institute does not discriminate against employees, cadets, or applicants on the basis of race, color, sex, age, veteran status, national origin, or disability in its programs and activities.. Every VMI staff member, faculty member and cadet has the right to work and study in an environment free from discrimination and should be treated with dignity and respect. VMI complaint and grievance procedures provide employees and cadets with the means for resolving complaints that this Statement has been violated. VMI is an Equal Opportunity Employer. Anyone having questions concerning discrimination or the application of Title IX regulations should contact Title IX Coordinator, 212 Carroll Hall, VMI, Lexington, Va. 24450, (540) 464-7072. Any cadet or prospective cadet having questions about disability services for students should contact the Director of Disability Services, Miller Academic Center, VMI, Lexington, Va. 24450, (540) 464-7765. For employment-related disability services, contact the Employee Disability Services Coordinator in the VMI Human Resources Office, Lexington, Va. 24450, (540) 464-7322.

I. INTRODUCTION

Mission

The Virginia Military Institute is a state college, supported by the Commonwealth of Virginia, offering higher education in the fields of engineering, sciences and the arts. It is also a military Institute with its entire undergraduate student body organized as a military unit. In the words of one of its founders, Colonel J. T. L. Preston, "the military feature" is "essential to its discipline" although "not primary in the Institute's scheme of education." VMI provides academic study of the highest possible quality conducted in and facilitated by a rigorous system of military discipline.

Mission Statement

> **The Virginia Military Institute believes that the measure of a college lies in the quality and performance of its graduates and their contributions to society.**
>
> **Therefore, it is the mission of Virginia Military Institute to produce educated and 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.**
>
> **To accomplish this result, the Virginia Military Institute shall provide to qualified young men and women undergraduate education of the highest quality -- embracing engineering, science, and the arts -- conducted in, and facilitated by, the unique VMI system of military discipline.**

The Board of Visitors adopted the "Mission Statement" for the Institute in 1986, and modified it in 1997 to accommodate the assimilation of women into the Corps. The Mission Statement is the central point of reference for the Strategic Plan for the Virginia Military Institute adopted by the Board in 1993.

The VMI Strategic Plan provides general direction for the Institute for the twenty-first century committed to the education of young men and women for active and responsible citizenship. The plan is built on six strategic issues, stated as goals, that VMI must achieve for greater coherence, efficiency, quality, and productivity in all of its programs. Underlying and linking these strategic issues is a set of educational objectives, defined in the Strategic Plan as factors that lead to the achievement of the broad educational mission of the Institute. The factors are embedded in every Institute program and work together to ensure progress toward the common educational goal. Each program will be evaluated on its contribution to this result.

The Institute offers a limited number of curricula to focus efforts in engineering, science and liberal arts. VMI offers 17 bachelor degrees in 13 degree-granting disciplines. All disciplines offer elective courses.

VMI's small class and laboratory sections permit full participation by individual students and close relationships between faculty members and cadets. The faculty-to-student ratio is about 1 to 12.

All graduates are required to earn credit for four years of military ROTC studies. These ROTC courses constitute only a part of the military education of VMI cadets. Students who elect to enter VMI choose to develop their education within the context of a military program.

Virginia Military Institute develops an intense pride and loyalty among its faculty, staff and cadets. This pride and loyalty are firmly rooted in a tradition of striving for excellence in all undertakings.

History

The Virginia Military Institute is America's first state military college and the nation's fourth oldest school of Technology. VMI was founded on 11 November 1839 on the site of the Lexington state arsenal. The first cadets relieved the enlisted personnel on duty. The first Superintendent, Major Francis H. Smith and Colonel Claudius Crozet, President of the Board of Visitors, imbued the Corps of Cadets with the discipline and spirit. The class of 1842 graduated 16 cadets to the ranks of the first alumni. In 1850, the cornerstone of the new barracks was laid. In 1851 Thomas "Stonewall" Jackson became a member of the faculty as Professor of Natural and Experimental Philosophy. Under Major Jackson and Major William Gilham, VMI infantry and artillery units were present at the execution of John Brown at Charles Town, Virginia (now West Virginia) in 1859.

During the War Between the States, the Institute played a valuable part in training Confederate soldiers. Many cadets, under Jackson, were sent to Camp Lee at Richmond, to train recruits for battle. VMI cadets ranked among the best officers of the South, and several distinguished themselves in the Union forces.

Early in the spring of 1864, Confederate General John C. Breckinridge ordered the VMI Corps of 257 cadets to New Market, Virginia to support the Confederate forces in the Shenandoah Valley. On 15 May at New Market, Virginia, Union troops under General Franz Sigel inflicted heavy casualties on the Confederate line. As a last resort, General Breckenridge committed the cadets to support the depleted Confederate line. The cadets joined the Confederate advance in a heroic charge on the Union lines. The battle resulted in a Union defeat and delayed the Union advance in the valley. During the battle 10 cadets were killed and 47 wounded. Never before or since has an American cadet corps participated as a unit in a pitched battle. VMI honors the memory of the fallen cadets every May on New Market Day.

Following the Civil War, reconstruction was slow and hard, but through the efforts of Superintendent Smith and the dedicated faculty the Institute reopened in 1866. Over 2,000 VMI men took part in WWI in the Army, Navy, and Marine Corps of the United States, as well as in the British, French and Chinese armies. Of this number, 1200 were commissioned officers, over eighty percent of those engaged in actual warfare. More than eighty-two percent of able VMI men between the ages of 17 and 40 were in the service. Casualties totaled 200, and decorations for bravery, 108.

During World War II, more than 4,100 VMI men served in the armed services, among them 62 officers of general or flag rank including the Army Chief of Staff and Deputy Chief of Staff.

General George Catlett Marshall is Virginia Military Institute's most distinguished graduate. Born 31 December 1880, he spent his boyhood years in Uniontown, Pennsylvania, and on 11 September 1897, matriculated as a member of the VMI class of 1901. Marshall graduated as Regimental Commander of the Corps of Cadets. His achievements after graduation include a steady rise in the Army to the five-star rank of General of the Army and Chief of Staff during World War II, Ambassador to China, Secretary of State and father of the Marshall Plan, head of the American Red Cross, Secretary of Defense, and recipient of the Nobel Prize for Peace in 1953.

Since World War II, VMI alumni have served in vast numbers in the conflicts in Korea, Vietnam, Grenada, Panama, and the mid-East.

On 26 June 1996, VMI's 157 year-old system of male only education was changed when the U. S. Supreme Court ruled a state-supported institution of higher education could not exclude women. On 21 September, the VMI Board of Visitors approved the admission of women to the Institute beginning in August of 1997. The President of the Board stated, "The Board made this decision with full understanding that VMI will not change the military and academic features of its culture that have distinguished the Institute since its founding."

Accreditation

Virginia Military Institute is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award Bachelor of Arts and Bachelor of Science degrees. The civil, electrical, and mechanical engineering curricula are accredited by the Accreditation Board for Engineering and Technology (ABET). The chemistry curriculum is approved by the American Chemical Society.

The Post

VMI is located in the small college town of Lexington, in the Shenandoah Valley between the Blue Ridge and the Allegheny Mountains. The area is known for the beauty of its natural resources. Lexington, a thriving community since revolutionary war days, is the heart of one of America's most historic areas. The area offers many cultural activities and Civil War heroes General Robert E. Lee and General Thomas "Stonewall" Jackson are buried here.

The VMI Post is at the northern edge of Lexington on a 134-acre plateau. Of its seventy-one buildings, twenty-two are major buildings of Tudor-Gothic architecture and 12 of these stand on the perimeter of a 12-acre parade ground. The U. S. Department of the Interior designated the historic VMI Barracks as a National Historic Landmark in 1966. In 1974 the VMI Post was designated a National Historic District.

II. ORGANIZATION AND ADMINISTRATION

The governing body of the Virginia Military Institute is the Board of Visitors, appointed by the Governor of Virginia. Although the Governor is *ex officio* the Commander-in-Chief of the Institute, and no one may be declared a graduate without his signature, he delegates to the Board responsibility for developing the Institute's policy in keeping with the statutes of Virginia. The Board appoints the Superintendent.

Of the Board's 17 members, one is *ex officio* (the Adjutant General of the Commonwealth); twelve of the appointed members are alumni of the Institute, four of whom are nonresidents of Virginia and eight are residents of Virginia; and the remaining four members are non-alumni Virginia residents. Members are appointed for a four-year term and may be reappointed for one additional four-year term.

VMI Regulations govern the operations of the Institute. The regulations are in five parts:

Part I	-	Organization and General Administration
Part II	-	Internal Organization, Administration and Military Instruction of the Corps of Cadets
Part III	-	Cadet Regulations (Blue Book)
Part IV	-	Academic Regulations
Part V	-	Athletic Regulations

III. COMMITTEE FUNCTIONS AND RESPONSIBILITIES

The membership of all standing committees and their chairs are appointed or elected as ordered by the Superintendent and are advisory to him or his designated official. The Superintendent is *ex officio*, a member of all committees, and the Dean of the Faculty is

ex officio, a member of all academic committees. A General Order at the start of the fall semester publishes committee assignments for each academic year.

IV. GENERAL STAFF MEETINGS

VMI schedules two general meetings annually for members of the Teaching Faculty and Administrative and Professional Faculty. One meeting is held early in the academic session, and the other immediately after the return of the Corps of Cadets following the Winter furlough. The Superintendent and Senior Executive Officers discuss general affairs of the Institute and department heads make reports of new faculty and other events. The Senior Executive Officers conduct the semi-annual information sessions. The Superintendent or the Dean of the Faculty may call special meetings.

V. ADMINISTRATIVE AND PROFESSIONAL FACULTY PERSONNEL POLICIES

1. Administrative and Professional Faculty:

Definition: Administrative Faculty
Administrative faculty require the performance of work directly related to the management of the educational and general activities of the institution, department or subdivision thereof. Incumbents in these positions exercise discretion and independent judgment and generally direct the work of others.
Qualification Criteria:

- Must have advanced degree; or training and work experience at a level which equates to an advanced degree.
- Must perform the duties and responsibilities associated with this category 50 percent or more of the contractual time;
- Must regularly exercise discretionary actions;
- The organization reporting relationship normally must not go lower than three (3) levels below the Superintendent.

Examples: Administrative Faculty appointments are normally limited to the following positions:

- Vice President level positions
- Department head positions reporting directly to a vice-president level position
- Senior staff positions reporting directly to the Superintendent or a vice president level position
- Deputy Commandants

Definition: Professional Faculty
Professional faculty require advanced learning and experience acquired by prolonged formal instruction and/or specialized work experience. This category is normally

limited to librarians, counselors, coaches, and other professional positions serving education, research, athletic, and cadet life functions or activities.

Qualification Criteria:

- Must have advanced degree; or training and work experience at a level which equates to an advanced degree.
- Must perform the duties and responsibilities associated with this category 50 percent or more of the contractual time;
- Must regularly exercise professional discretion and judgment;
- Work produced must be intellectual and varied in character and should not be standardized.

Examples: Professional Faculty appointments are normally limited to the following positions:

- Librarians, except for the head librarian
- Counselors, except for the Director of Cadet Development and Counseling
- All coaches and assistant coaches
- Assistant Commandants
- Other staff positions requiring advanced education.

Exceptions to these criteria for Administrative and Professional Faculty may be approved by the Superintendent. Under no circumstances will any position that may be considered non-exempt under the provisions of the federal Fair Labor Standards Act be considered for an Administrative or Professional Faculty appointment.

2. **Teaching Faculty Status and Tenure:** Members of the Teaching Faculty are eligible for appointment to Administrative and Professional faculty positions. If a tenure-track Teaching Faculty member accepts an appointment to an Administrative and Professional Faculty position, he or she is no longer eligible to become a tenured Teaching Faculty member. Tenured Teaching Faculty members who accept Administrative and Professional Faculty positions are covered by the policies for tenured faculty, but only with respect to their status as tenured faculty members and not in conjunction with the Administrative and Professional Faculty position.

3. **Selection of Administrative and Professional Faculty:** The Virginia Military Institute is an Equal Opportunity Employer. The Deputy Superintendent for Finance and Administration and the Dean of the Faculty publish recruitment and selection guidelines for Administrative and Professional Faculty. Designation of administrative titles and job responsibilities for Administrative and Professional Faculty positions are the responsibility of the appropriate Senior Executive Officer. Administrative titles and/or job responsibilities may be changed or reassigned from time to time within the period of the annual employment contract, commensurate with the needs of the Institute and the specific administrative unit.

4. **Appointment:** The Board of Visitors has delegated to the Superintendent the authority to appoint individuals to Administrative and Professional Faculty positions. The Superintendent has delegated authority for certain Administrative and Professional Faculty appointments to the Senior Executive Officers: the Dean of the Faculty, the Deputy Superintendent for Finance and Administration, the

Commandant, the Director of Intercollegiate Athletics, and the Chief of Staff. Appointments and re-appointments to Administrative and Professional faculty positions shall at all times be contingent upon the availability of appropriated positions and funds, and, the internal allocation of positions and funds. During the term of appointment of any Administrative and Professional Faculty member, nothing shall prohibit the assignment of additional duties, or the reassignment of an Administrative and Professional Faculty member to other duties, another position or combination of positions for which the individual is qualified in the opinion of the appropriate Senior Executive Officer.

5. **Term of Appointment:** Appointments to Administrative and Professional Faculty positions shall be for the fixed term stated in an appointment letter or employment agreement. An Administrative and Professional Faculty member's contract of employment may be renewed, not renewed or terminated during its term in accordance with the provisions set forth in this handbook. To the extent that the terms of the letter or employment agreement conflict with the terms of this handbook, the letter or employment agreement shall control. Nothing shall be deemed to create an expectation of continued employment or reemployment in an Administrative and Professional Faculty position beyond the effective period of the employment agreement.

6. **Virginia Militia Commissions:** When the appointment of an Administrative and Professional Faculty member includes a commission in the Virginia Militia, VMI appoints the individual to a rank commensurate with the responsibilities and organizational placement of the position. The Superintendent, Dean of the Faculty, Deputy Superintendent for Finance and Administration, Commandant of Cadets, or Chief of Staff, as appropriate, will determine the starting military rank for a new Administrative and Professional Faculty member who will be commissioned in the Virginia Militia. Consideration for determining the starting rank may also include years of related experience and academic credentials. Any Administrative and Professional Faculty member with service in the federal armed services on active duty, reserve, or National Guard status may wear the uniform of that service. An active or retired member of the Armed Forces, including the Reserves or National Guard, may wear the rank and awards earned in that service.

7. **Renewal or Non-renewal of Appointments:** The appropriate Senior Executive Officer may renew administrative and Professional Faculty appointments. Senior Executive Officers will provide written notification of renewal to the Administrative and Professional Faculty members. Non-renewal means that the Administrative and Professional faculty member's appointment shall end with the expiration of the term of the employment agreement.

   If the Administrative and Professional Faculty member whose appointment will not be renewed will be offered another full-time appointment at a lower salary, notice of non-renewal of the Administrative and Professional Faculty appointment shall be in accordance with the following schedule, provided the Employment Agreement does not exclude this notice requirement:

Number of years in the Current Administrative or Professional Faculty Assignment	*Minimum Notice Requirement (if employee will be offered another full-time position at a lower salary)*
0 - 1 year	Three months, or until the expiration of the current contract, whichever is the longer period.
2 - 5 years	Four months, or until the expiration of the current contract, whichever is the longer period.
5 years or more	Six months, or until the expiration of the current contract, whichever is the longer period.

If the non-renewal of an Administrative and Professional faculty appointment will result in the end of full-time employment with the Institute, notice of non-renewal of the Administrative and Professional Faculty appointment shall be in accordance with the following schedule, provided the Employment Agreement does not exclude this notice requirement:

Number of years of full-time employment at VMI	*Minimum Notice Requirement (if employment at VMI will cease)*
0 - 1 year	Three months, or until the expiration of the current contract, whichever is the longer period.
2 - 5 years	Six months, or until the expiration of the current contract, whichever is the longer period.
5 years or more	Twelve months notice before the expiration of the current contract, or until the expiration of the current contract, whichever is the longer period.

To determine the amount of notice of non-renewal, fractional years of service will be rounded to the next highest year if six months or more, or next lowest year if less than six months. Periods of notice under this policy shall be determined from the date of formal notice from the appropriate Senior Executive Officer to the individual. With the concurrence of the Superintendent, and when provided in the individual employment agreement, in lieu of providing the required notice the Institute may choose to pay the employee in a lump sum payment for the salary he or she would have been paid over the minimum notice period.

Any failure to give notice provided by the foregoing will not result in automatic renewal of the appointment or employment agreement. A contract may be extended to provide the required number of months notice.

The Board of Visitors may declare a financial emergency to abbreviate the above notice requirements or the Board approve a plan to lay off individuals in Administrative and Professional Faculty positions.

8. **Resignation:** A member of the Administrative and Professional Faculty who intends to resign should give notice at least thirty calendar days in advance of the effective date of resignation. Notification should be in writing to the immediate supervisor.

9. **Termination From Employment:** Termination means the immediate dismissal of any administrative or professional faculty member during the term of such individual's current contract of employment. Administrative or professional faculty may be terminated (dismissed) for any of the following reasons:

- Neglect, inability, or failure to perform assigned duties and responsibilities at a satisfactory level as clearly documented in the performance review and evaluation process.
- Violation of applicable Federal, State, and/or Institute policies, procedures or regulations.
- Violation of applicable administrative or professional ethics or responsibilities.
- Conviction of a felony, or a misdemeanor involving moral turpitude, or conviction of any other misdemeanor, the nature, or underlying circumstances of which draw the Institute into disrepute, or make it the subject of scorn or derision.

The above is not an exclusive list of the grounds for possible dismissal. In addition to the above reasons, a member may be dismissed upon any other grounds that are generally regarded as constituting "cause," such as, for example, lack of collegiality.

A Senior Executive Officer has the authority to terminate for cause the appointment an Administrative and Professional Faculty member in his or her chain of command, with the concurrence of the Superintendent or his designee. If the Superintendent or his designee concurs with the proposed termination, the Senior Executive Officer will advise the Administrative and Professional Faculty member in writing of the intended action and the reasons for the action, and will afford the employee the opportunity to respond, in writing and in person, to the intended action. Termination for cause by reason of neglect, inability or failure to perform one's duties and professional responsibilities at an acceptable level may not be initiated until the Senior Executive Officer has advised the administrative or professional faculty member in writing of the deficiencies in performance and afforded him or her a reasonable opportunity (at least thirty calendar days) to correct the specified deficiencies. An Administrative and Professional Faculty member who is incarcerated for an offense may be placed on leave without pay pending the resolution of his or her case. The Administrative and Professional Faculty member may exercise the option to this hearing by written request for a hearing to the Superintendent within ten calendar days following notice of termination. The termination shall become final if the Superintendent upholds the

termination following a hearing, or upon the failure of the Administrative and Professional Faculty member to request a hearing.

Suspension: Certain circumstances may warrant suspension from employment of an Administrative and Professional Faculty member prior to or in lieu of termination. Suspension may be with or without pay. Administrative and Professional Faculty members may be suspended pending court action, Institute investigations, or other official action whenever the safety and welfare of the Institute, its employees, or cadets is threatened, or when an Administrative and Professional Faculty member is charged with a felony or a misdemeanor involving moral turpitude. The appropriate Senior Executive Officer will provide the Administrative and Professional Faculty member written notice of a suspension. The notice will include a statement of reasons for the action. Upon completion of any Institute investigation, court action, or other official investigation, the Administrative and Professional Faculty member may be terminated in accordance with the termination procedures or reinstated.

10. **Leave of Absence:** An Administrative and Professional Faculty member absent from post for any reason, other than illness, whether on personal or official business, must obtain permission from the immediate supervisor. The supervisor and the appropriate Senior Executive member must approve extended leaves, either with or without pay. Before departing on any leave of absence, the Administrative and Professional Faculty member should leave contact information with the immediate supervisor.

    Vacation Periods: Administrative and Professional Faculty members employed on 12-month contracts have 30 days of vacation leave per fiscal year (1 July – 30 June). The number of days of vacation leave per fiscal year will be prorated (2.5 days per month) for an Administrative and Professional Faculty member on less than a 12-month appointment and for an employee appointed during the fiscal year whose first fiscal year of service will be less than 12 months.

    Because of the unusual work schedule requirements of many positions it may be impossible for some employees to take leave during much of the academic year. Administrative and Professional Faculty members are expected to work conceptually in a spirit of excellence to support VMI operations and the Corps of Cadets. While supervisors should monitor leave usage for their subordinates, leave for Administrative and Professional Faculty members is a matter of honor. Every Administrative and Professional Faculty member should use his or her leave with full awareness of the 30 day allotment. While leave is not accrued per month, it is not appropriate for an employee to use 30 days if he or she does not expect to be employed for the entire fiscal year.

    Vacation leave may be taken only in half-day or full-day increments. Leave will not be taken as partial days or hours. Normally a faculty member will request leave from the immediate supervisor and department head in advance. When advance notice is not possible due to an emergency, the faculty member must notify his or her supervisor on the first day of absence and report the leave taken immediately upon return to work.

The Institute is also normally closed for approximately two weeks during the Christmas holidays and on the July 4th and Thanksgiving holidays, although some employees may be required to report to work during those holiday periods to complete work necessary for the operation of the Institute.
Unused vacation leave does not carry over from one fiscal year to the next. The Institute has no obligation to pay off unused vacation leave on termination of employment. A department may permit a faculty member separating from employment to use up to two weeks of unused leave immediately before his/her departure.

Leave Records: Each supervisor will maintain a leave record by fiscal year for each assigned Administrative and Professional Faculty member. The leave record shall reflect leave taken by month and day.

Personal Medical Leave: Full-time, salaried, Administrative and Professional Faculty members are authorized up to one hundred and eighty consecutive calendar days of personal medical leave at full pay, or until the expiration of the current employment agreement, whichever comes first. Except as provided below, this leave is intended to be included in the calculation of compliance with the requirements of the Family Medical Leave Act. After one hundred and eighty consecutive calendar days, the Administrative and Professional Faculty member shall be placed on leave without pay until the expiration of the current employment agreement. If after being absent on personal medical leave for three hundred and sixty-five consecutive calendar days, the Administrative and Professional Faculty member is unable to return to his/her duties, then the employment will terminate. The beginning of personal medical leave is the first day of work missed as a result of a medically disabling condition. If an Administrative and Professional Faculty member is absent on personal medical leave for more than one hundred and eighty consecutive calendar days before returning to work, he or she must work for one year before being eligible for a subsequent period of paid personal medical leave. The appropriate Senior Executive Officer may require an Administrative and Professional Faculty member to take consecutive days of personal medical leave when intermittent absences due to medical reasons prevent the effective performance of assigned duties. The supervisor may request documentation from the Administrative and Professional Faculty member to support any absence on personal medical leave.

Maternity Leave: Personal medical leave as provided above may be used for pregnancy and childbirth. Determination of the time required for leave because of pregnancy and childbirth is a medical decision to be made by the Administrative and Professional Faculty member and her physician.

Family Leave: The institute recognizes that Administrative and Professional Faculty members may experience family circumstances that make it difficult to carry out fully their responsibilities. Supervisors are urged to be as flexible as possible within existing policy in responding to the need for leave or temporary adjustment of duties for family-related reasons.

Administrative and Professional Faculty members who have been employed with Virginia Military Institute for at least one year and who have worked at least 1,250 hours during that year, are entitled to up to twelve weeks of unpaid, job-protected leave in order to care for a child (birth, or placement for adoption of foster care) within the first twelve months of birth or placement, or to care for a spouse, child or parent who has a serious health condition.

Return from Family or Medical Leave: An Administrative and Professional Faculty member has the right to return to the same position or an equivalent position (equivalent pay, benefits, and working conditions) at the conclusion of any period of personal medical leave. While on leave, an Administrative and Professional Faculty member is entitled to continuation of health insurance coverage throughout the period of his or her leave, provided, if the leave is without pay, that he or she maintains his or her portion of the insurance premium.

Military Leave. If a faculty member is a member of the National Guard or organized Armed Forces Reserves of the United States, he or she is entitled to 15 workdays of paid leave per federal fiscal year (1 October to 30 September) for federally funded military duty. Regardless of whether the duty is fragmented, a faculty member is still entitled to 15 workdays of leave per federal fiscal year. A faculty member must include a copy of his or her military orders or other official documentation with the request for military leave. If a faculty member is ordered to duty because of an emergency, supporting documentation must be supplied upon the return to work to confirm the use of military leave.

11. **Death in Service Benefit:** Unused vacation and sick leave days are not paid off on separation from service. However, in the event of the death in service of a full-time Administrative or Professional Faculty member, VMI will pay to the employee's estate a lump sum payment equivalent to 120 days pay. Sick leave days for a continuous absence prior to the employee's death will be subtracted from this payment.

12. **Evaluation Policy for Administrative and Professional Faculty:**
The Performance Evaluation program is intended to
    - Provide attention to the employee's position description and the specific duties and responsibilities
    - Provide a way for supervisors and employees to discuss and agree upon performance goals and objectives
    - Provide a vehicle for the supervisor to document performance levels based on performance factors and the anticipated progress towards achieving the established goals and objectives

The ***Administrative and Professional Faculty Performance Evaluation*** form will be used for every full-time Administrative and Professional Faculty Member. *The evaluation period is 1 July through 30 June.* During the summer months supervisors will meet with their Administrative and Professional Faculty subordinates to discuss

and complete "Section I – Performance Goals and Objectives" for the new fiscal year. Goals and objectives for the fiscal year should be completed by 31 August. For new employees, or employees who transfer to another position before 31 December, supervisors should complete the Performance Goals and Objectives section within 60 days after the hire, transfer or promotion. Supervisors may establish short-term goals for employees hired, transferred or promoted after 1 January, but evaluations are not required for the abbreviated performance period. Supervisors will complete "Section II – Performance Evaluation" by 15 August if the Superintendent's review is required. Note that comments are required for an "overall rating" of 5 (Outstanding), 2 (Marginal), or 1 (Unsatisfactory). The Superintendent's review is also required before any employee will be presented with an evaluation overall rating of 5, 2, or 1. If the Superintendent's review is not required, the evaluation should be completed by 31 August. If a supervisor leaves VMI before the due date for evaluations, he or she will consult with the new supervisor on the completion of the performance evaluations. If this is not possible, the performance evaluations will be completed by the next level supervisor.

VIRGINIA MILITARY INSTITUTE
ADMINISTRATIVE AND PROFESSIONAL FACULTY PERFORMANCE EVALUATION

Employee Name_____

Position Title _____

Section I – Performance Goals and Objectives

At the beginning of the performance evaluation cycle the immediate supervisor and the employee must discuss long-term goals and/or short term objectives, and anticipated progress towards these goals/objectives. The goals and objectives should be related to the duties and responsibilities in the employee's position description. List goals/objectives and anticipated progress below (attach additional pages if needed):

_____

_____

_____

_____

Employee's signature_____ Supervisor's signature_____

Date_____

Attach a copy of the Employee's Position Description Including a List of Duties and Responsibilities

Section II – Performance Evaluation

This section will be completed at the end of the performance evaluation cycle.

Performance Levels – Definitions

5 – Outstanding: Performance is exceptionally high and significantly beyond expectations for the employee's position, training and/or experience.
4 – Excellent: Performance is consistently above what is normally expected for the employee's position, training and/or experience.
3 – Fully Competent: Performance is regularly at the expectations for the job based on the employee's training and/or experience.
2 – Marginal: Performance is usually satisfactory; however, improvement is needed. The employee requires more supervision than would be expected given the employee's training and/or experience.
1 – Unsatisfactory: Performance is consistently below reasonable expectations for the job responsibilities considering the employee's training and/or experience. The employee has not been able to fully accomplish the tasks of the position. Clear improvement is required immediately. An overall rating of Unsatisfactory may jeopardize continued employment.

PERFORMANCE FACTORS – CHECK THE APPROPRIATE PERFORMANCE LEVEL FOR EACH FACTOR

1. JOB PERFORMANCE – To what extent does the employee strive for excellence and continuous improvement?

5	4	3	2	1

2. PRODUCTIVITY – To what extent does the employee accomplish the quantity of work expected of the job assignment?

5	4	3	2	1

3. INTEGRITY – To what extent does the employee accept responsibility for his/her actions and represent ethical behavior?

5	4	3	2	1

4. ORAL AND WRITTEN COMMUNICATION – To what extent are the employee's oral and written communications clear, comprehensive, and easily understood?

5	4	3	2	1

5. TIMELINESS – To what extent does the employee meet established deadlines with complete and accurate work?

5	4	3	2	1

6. INTERPERSONAL SKILLS – To what extent does the employee establish effective working relationships when dealing with supervision, co-workers, and/or the public?

5	4	3	2	1

7. DEPENDABILITY – To what extent does the employee perform work without close supervision or assistance?

5	4	3	2	1

8. INITIATIVE – To what extent does the employee present new ideas, improve procedures or otherwise demonstrate an awareness of administrative or technical changes related to the job?

5	4	3	2	1

9. SUPPORT OF THE VMI SYSTEM – To what extent does the employee support the cadet class, military, and honor systems; and the academic and extracurricular programs?

5	4	3	2	1

10. OVERALL RATING – Take into consideration the ratings for the individual performance factors and the effectiveness of the employee in performing his/her assigned duties and responsibilities and meeting short-term objectives and long-term goals.

5	4	3	2	1

ADDITIONAL PERFORMANCE FACTOR FOR ANY EMPLOYEE WHO IS INVOLVED OR ASSOCIATED WITH THE INTERCOLLEGIATE ATHLETICS PROGRAM.

IMPORTANCE OF RULES COMPLIANCE – To what extent does the employee demonstrate a commitment to compliance with NCAA rules?

5	4	3	2	1

COMMENTS (Required for an Overall Rating of "5" (Outstanding), "2" (Marginal) or "1" (Unsatisfactory) : (Attach additional pages if needed)

Date of Evaluation_____

Signatures: The Rater (immediate supervisor) and Reviewer (ordinarily the supervisor of the rater) must agree on the overall rating before it is discussed with the employee. The Superintendent's review is required (before the evaluation is presented to the employee) for an Overall Rating of "5" (Outstanding), "2" (Marginal) or "1" (Unsatisfactory).

Rater:_____ **Reviewer:** _____

Superintendent: _____ **Employee:** _____

Supt's review required for Overall Rating of "5", "2", or "1"

The Athletic Department will use a modified version of the evaluation form for all coaches and assistant coaches, adding the following factors in section 2:

- *Leadership*
- *Competitiveness*
- *Eligibility/Retention*
- *Financial Accountability*

and eliminating the "productivity" factor, for a total of 11 factors and an overall rating.

13. **Part-Time Administrative and Professional Faculty:** A part-time Administrative or Professional Faculty appointment is typically used to compensate for professional services performed in support of a Senior Executive member, the Athletic Department, or the Office of Cadet Affairs on a part-time, temporary basis. Part-time Administrative or Professional Faculty appointments are only appropriate for the types of work that would qualify as *exempt* executive, administrative, or professional duties under the *Fair Labor Standards Act* (*FLSA*) and are not duties normally performed by classified employees. Part-time Administrative or Professional Faculty appointments may include: coaches and assistants, cadet club directors, assistants to cadet club directors, special administrative assistants reporting directly to the Superintendent or a Senior Executive Officer, Tactical Officers, Officers-in-Charge, Assistant Officers-in-Charge, and other individuals performing professional duties in support of the Commandant's Office.

    Term: The term of appointment for a part-time Administrative or Professional Faculty appointment will be 12 months or less. Appointments may be renewed.

    Applicability to Current Full-Time Employees: A current full-time Administrative and Professional Faculty member may accept a part-time Administrative or Professional Faculty appointment, if the duties of the part-time appointment do not interfere with the employee's full-time duties. The appropriate Senior Executive Officer may disapprove the appointment or terminate the part-time appointment for business reasons.

VI. SALARIES AND BENEFITS

1. **Compensation:** VMI establishes the compensation for Administrative and Professional Faculty positions based on various factors which may include survey data, other positions, and the organizational placement of the position.

2. **VMI Foundation Salary Supplement:** The salary for all full-time Administrative and Professional Faculty members includes the VMI Foundation Supplement, calculated at a rate of three and one-third percent of the base salary. The supplement is added in to the Administrative and Professional Faculty member's regular semi-monthly pay. The salary supplement is included in the employee's salary for the calculation of employer contributions for retirement and life insurance.

3. **Compensation for Teaching or Other Additional Duties:** Administrative and Professional Faculty members who receive additional compensation for teaching or serving as Tactical Officers or Officers in Charge will receive this compensation as a stipend, paid semi-monthly during the semester, academic year, or portion thereof when the duties are performed. Summer session teaching pay is normally paid at the end of the session. The stipends will normally not be added into the Administrative and Professional Faculty member's salary for calculation of retirement and life insurance benefits contributions or coverage, unless specifically provided in the employment agreement.

4. **Salary payments** for all new full-time Administrative and Professional Faculty members are paid on a semi-monthly basis. Paydays are the 1st and 16th of each month. When the 1st or 16th falls on a Saturday, Sunday or a holiday, payday will be the last previous working day. The extended Christmas holiday that VMI recognizes is an exception to this rule, and pay dates are published in the ***Faculty and Staff Weekly Bulletin.*** The pay periods are the 10th day of the month through the 24th and the 25th through the 9th of the following month.

5. **Electronic direct deposit** is mandatory for all new full-time Administrative and Professional Faculty members. After an Administrative and Professional Faculty member signs up for electronic direct deposit, it may take an additional pay period after payroll receives the direct deposit authorization before becoming effective. At that time, the Administrative and Professional Faculty member's net pay will be credited to his or her bank account on payday. Administrative and Professional Faculty members have the option of utilizing four fixed direct deposit accounts in addition to their regular direct deposit account. The fixed direct deposit accounts must be for a fixed amount. The fixed direct deposits may be at different financial institutions from the regular direct deposit account. Administrative and Professional Faculty members must notify the payroll section immediately of changes to their financial institution or account number. A new Direct Deposit Authorization Form must be completed. Again, one pay period may be required before the new direct deposit will become effective. Until that time, a paycheck will be mailed to the home address or may be picked up at the Comptroller's Office.

6. **Mandatory Deductions:** VMI is required by law to withhold Federal and State income taxes and Social Security taxes from every employee's pay. Federal and State income taxes are withheld based on withholding forms (W-4 and VA-4) prepared by the employee. In absence of these forms, federal and state taxes will be withheld as if the individual is claiming single with no exemptions. For all supplemental income

above and beyond an individual's normal salary, Federal income taxes are withheld at the flat rate of 27% and State income taxes are withheld at the flat rate of 5.75% in accordance with the law. Such earnings are also subject to Social Security and Medicare taxes. Tax liens and garnishments must be honored in accordance with the state garnishment law and the federal Wage Garnishment Act.

7. **Miscellaneous Deductions:** Several miscellaneous payroll deductions can be withheld from pay and distributed to the proper vendor on payday. Please contact the VMI Human Resources Office for additional information or to sign up for any of the following available payroll deductions:

   After Tax Deductions
   Combined Virginia Campaign
   Flexible Reimbursement Administrative Fee
   Disability Insurance
   Rent (Post Housing Only)
   Long-Term Care Insurance
   VMI Tuition Payment Plan
   Virginia Prepaid Education Program
   Virginia Governmental Employees Association Dues
   VMI Foundation
   VMI Keydet Club
   VRS Optional Life Insurance

   Pre-Tax Deductions
   Flexible Dependent Care Reimbursement Account
   Flexible Medical Reimbursement Account
   Health Insurance (Premium Conversion)
   Tax Sheltered Annuities

8. **Tax Sheltered Annuities -- IRS 403(b) Plans:** VMI offers optional supplemental retirement annuity plans for Administrative and Professional Faculty members who wish to take advantage of the tax savings and tax deferral benefits of these plans. Contributions to an SRA are set aside from the rest of your income before your taxes are calculated and you pay no taxes on your SRA earnings until you receive them as income. An SRA plan is entirely optional and, subject to federal rules and the rules of the company administering the SRA, an employee may enroll or discontinue participation at any time. After one year of full-time employment, you are eligible to participate in the "Cash Match Program" where VMI will provide a 50% match of your monthly contribution to a participating provider up to a maximum of a $40 match per month. The 403(b) providers are: TIAA-CREF, VALIC, and AXA Equitable.

9. **Retirement:** All full-time, salaried, Administrative and Professional Faculty members are eligible to participate in one of two retirement plans. VMI makes a monthly contribution for members regardless of the plan chosen.

The Virginia Retirement System (VRS) is a defined benefit plan which means that the retirement benefit is determined by the amount of service an employee accumulates in a VRS covered position, age at retirement, and the average of the three highest consecutive years of salary. The employer guarantees the benefit and the employer assumes all investment risk. This plan produces a larger benefit for those who have long service with employers who are covered by VRS. Members are vested after five years of service.

The Optional Retirement Plan (ORP) is a defined contribution plan that has immediate vesting of contributions. The benefit at retirement is based on the contributions paid into the plan and the gains and losses on those contributions. The employee makes the investment choices and the employee assumes all risks associated with those choices. The employer bears no responsibility for the outcome of the investment choices. This plan works best for those persons who have multiple employers during their careers. If an employee decides that a defined contribution plan such as the ORP will serve his or her needs best, he or she must select one of the two available providers. The following optional retirement plans are available to VMI employees:

Fidelity Investments Tax Exempt Services
TIAA-CREF

10. **Retiree Health Insurance Credit:** All Administrative and Professional Faculty members participating in a retirement plan are eligible for the Retiree Health Insurance Credit. VMI pays all contributions. The Commonwealth of Virginia provides a credit to offset health insurance costs after retirement to retirees who have 15 or more years of state service.

11. **Group Life Insurance:** Full-time, salaried, Administrative and Professional Faculty members are eligible for group life insurance coverage. VMI pays the premium for members. Group life insurance provides two kinds of insurance during active employment - life insurance and accidental death and dismemberment insurance. The amount of life insurance coverage is equal to the employee's annual salary rounded to the next highest thousand, and then doubled. If group life insurance coverage exceeds $50,000 for natural death, a portion of the premiums paid is required to be reported as income for federal, state and FICA tax purposes.

12. **Health Insurance:** Full-time, salaried, Administrative and Professional Faculty members are eligible for membership in the State Health Benefits Program. Eligible dependents may be covered. Please refer to the Health Benefits package to help understand the choices and to provide guidance through the enrollment process. VMI pays a large portion of the employee health insurance premium. Premium Conversion is a program that allows employees who pay a portion of their health insurance premium through payroll deduction to receive a tax break by having the premium deducted from their paycheck before taxes are calculated. New employees must opt into Premium Conversion within 31 days of employment to receive this benefit.

13. **Flexible Reimbursement Accounts** allow Administrative and Professional Faculty members to set aside a portion of their pay each pay period on a pre-tax basis. There are two flexible reimbursement accounts under the state program offered each fall for the next calendar year:
    - Medical Reimbursement Account
    - Dependent Care Reimbursement Account

    An Administrative and Professional Faculty member with a flexible reimbursement account can file a claim for reimbursement of qualifying expenses from the appropriate reimbursement account. The employee saves on federal, state and social security taxes.

14. **Uniforms:** VMI provides a new Administrative and Professional Faculty member commissioned in the Virginia Militia with a full set of uniforms, including informal and dress uniforms, from the Military Store.

15. **Tuition Benefits:** Administrative and Professional Faculty members may, with the permission of the course instructor, the head of the department, and the Dean of the Faculty, take for credit or audit any course offered at the Institute during the regular and summer sessions. There is no tuition charge.

VII. RESPONSIBILITIES OF ADMINISTRATIVE AND PROFESSIONAL FACULTY MEMBERS

1. **Responsibilities Within the VMI Community:** Administrative and Professional Faculty members are expected to enforce Institute regulations, and to serve as a role model for cadets with respect to military bearing and grooming. The nature and purpose of VMI requires all Administrative and Professional Faculty members to present a neat well-groomed appearance when on duty and especially when associating with cadets. Administrative and Professional Faculty members are required to maintain proper dress and decorum on Post.

2. **Sexual Harassment:** Virginia Military Institute does not tolerate sexual harassment and is committed to providing and preserving for cadets and employees an atmosphere free from harassment in any form. The Institute's policy on sexual harassment is presented in Appendix 2 of this *Handbook*.

   It is the responsibility of all members of the VMI community to report any conduct that is perceived to be sexual harassment to the Training and Investigations Officer or any designated Sexual Harassment Reporting Contact.

   Fraternization Policy: Members of the Administrative and Professional Faculty are prohibited from dating, or attempting to date any member of the Corps of Cadets. Likewise, cadets shall neither date, nor attempt to date, any member of the Administrative and Professional Faculty.

   Enforcement of Institute Regulations and the Honor Code: All regulations are stated in VMI Regulations Part I and Part III. It is the duty of each officer of the Institute to enforce these regulations insofar as any violation thereof by cadets may come within his/her observation or knowledge. Any suspected irregularity should be reported directly and promptly to the department head. If the Administrative and Professional Faculty member would prefer to report a general situation or condition, the Superintendent, or any Senior Executive Officer will receive such report and take whatever action may be indicated. There are also situations in which an Administrative and Professional Faculty member should not hesitate to take immediate corrective action without prior recourse to the official reporting process. It is expected that under such circumstances corrective action will be taken and a report made of the entire matter.

   The Administrative and Professional Faculty member should share a concern not only for the intellectual growth of cadets but also for the maintenance of high standards of cadet conduct and dress. Any behavior that reflects discredit upon the Institute or the Corps of Cadets should be reported immediately to the Commandant's Office.

3. **Political Activity:** The Administrative and Professional Faculty member is free to engage in political activity, and for many years Administrative and Professional Faculty members have been elected to local political offices. An Administrative and

Professional Faculty member who wishes to engage in lengthy and extensive political activity is not automatically required to seek a leave of absence. However, if the political activity is such that it begins to interfere with his/her assigned duties, he/she may be required to take a leave of absence.

VIII. REQUISITIONS AND PURCHASES

The Institute's Purchasing Office is available and willing to assist with any matter related to procurement. The early involvement of the Purchasing Office can expedite the timely receipt of needed items and services. By carefully reviewing the procurement policies, and through proper planning, procurement prohibited by the Code of Virginia or published regulations can be avoided.

Recognizing the public trust placed with the Institute, and to be in compliance with the Code of Virginia, (Section 11-35G), procurement will be carried out in an effective, economical, open, fair and impartial manner. Authority relating to any purchase, disposal of surplus property, or resale, regardless of the source of the funds, shall be exercised by the Director of Purchasing and Disbursements under the provisions of the Virginia Public Procurement Act, the Agency Procurement and Surplus Property Manual, the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendors and written instructions issued by the VMI Purchasing Office. No Administrative and Professional Faculty member will contractually commit the Institute without having received prior authorization from the VMI Purchasing Office.

IX. PUBLICATIONS

Official: Communications originating from the Office of the Chief of Staff are of five general types:

1. General Orders, which are of broad application and of major importance.

2. Special Orders, which are concerned with personnel matters. They announce Teaching Faculty and Administrative and Professional Faculty appointments, promotions, etc.; cadet withdrawals, probation, etc.; Cadet Corps appointments and cadet penalties.

3. Numbered Memoranda cover a wide range of subject matter of less general interest or importance than General Orders.

4. Staff Memoranda are used to convey information and instruction to Teaching Faculty and Administrative and Professional Faculty members only, and contain nothing of general interest to cadets.

5. Memoranda for restricted distribution of informal, unofficial, or special information are used when the material does not readily fall into one of the above categories.

When acting for the Superintendent, other staff officers - the Dean of the Faculty, the Deputy Superintendent for Finance and Administration, the Chief of Staff, the Director of Admissions, the Registrar, the Commandant of Cadets - frequently publish memoranda, serially or otherwise. The following coding system is employed to hasten delivery and insure accurate distribution.

A - to all cadets in barracks
B - to academic department heads
C - to administrative department heads
D - to Teaching Faculty
E - to Teaching Faculty and Administrative and Professional Faculty, and professional employees, including those of affiliated agencies

Major Publications: The following major publications are published annually: (Most are produced solely by the Public Relations Office, which includes Sports Information.) Where appropriate, electronic copies of these publications will be accessible on VMI's website.

Appointment Calendar	July
Military Customs and Courtesies (Virginia Militia)	July
Admissions Catalogue	July
Football Press Guide	July
The Bullet (Rat Bible)	July
Guard Team SOP	July
The Blue Book	August
Football Game Day Programs	Sept, Oct, Nov
Directory of Faculty, Staff, and Corps of Cadets	October
Visitor Guide	November
Basketball Press Guide	November
Basketball Game Program	November
Handbook for Parents and New Cadets	December
Summer Session Catalogue	March
Financial Aid Book	April
Commencement Program	May
Undergraduate Research Review	June
Lacrosse, Wrestling, Soccer, Track, Baseball Brochures	Each Season
Football and Basketball posters	Each Season
Keydet Club Newsletter	Quarterly

The Institute Report, a 10-14 page feature and news publication, is produced during the academic year by the Communications and Marketing Office.

Cadet Publications: *The Cadet* (student newspaper), *The Bomb* (class yearbook), the *Sounding Brass* (literary magazine), are published by cadets under the supervision of the Publications Board. The Communications and Marketing Director serves as Chair of the Publications Board. Administrative and Professional Faculty members who have suggestions for the improvement of publications, or complaints concerning them, should submit them to the Publications Board rather than individual editors.

X. INSTITUTE RECORDS

VMI maintains records on all Teaching Faculty, Administrative and Professional Faculty, cadets, alumni and other employees. Access to all records is strictly limited by law. The Superintendent designates persons permitted direct access to the files. Others who have need for reference to certain files should apply to the appropriate custodian of the files in question.

All files maintained by VMI are property of the Commonwealth of Virginia and may not be used for private purposes by any office or employee. The disposal of any and all records must be in accordance with the laws of the Commonwealth of Virginia and in coordination with the Institute's Records Manager. Offices that need to dispose of records must contact the Records Manager for current schedules, forms, and assistance with the records disposal system.

Records are maintained at the following locations:

All employees (including Teaching Faculty and Administrative and Professional Faculty) - Dean of the Faculty, Smith Hall and the Human Resources Office, 305 Letcher Ave.

Cadet records are maintained in the following locations:

Official – Registrar's Office, Carroll Hall
Academic - Registrar's Office, Carroll Hall
Athletics - Athletic Department, Cameron Hall
Conduct - Commandant's Office, Barracks
Departmental - for cadets and alumni, in departmental offices
Medical - VMI Hospital
Alumni - most recent twenty years, Carroll Hall File Room
- all others, Archives, Preston Library
Financial – Comptroller's Office, Smith Hall

Official historical records more than twenty years old are maintained in the Archives in Preston Library. Access, controlled by the Records Manager, is permitted in accordance with current legal requirements.

XI. LIBRARY

Preston Library, completely renovated in 1996, is a modern library facility. Heating, cooling, plumbing, lighting, carpeting, and electrical improvements have made the library an inviting environment for faculty and cadets to study and perform research.

In addition to traditional print resources, the library is able to access materials on the World Wide Web. The library catalogue itself is available through a Web interface as are many databases and reference tools. The library web page is the official source for library information (http://www.vmi.edu/library/).

XII. VIRGINIA MILITIA AND CORPS OF CADETS

The Virginia Militia: Virginia Military Institute was established in 1839 as America's first state-supported military college. In 1841, the Board of Visitors adopted the uniform of the U.S. Army Corps of Engineers, with Institute buttons, as the VMI faculty uniform. VMI personnel with past military service are normally allowed to wear the uniform of their previous service component.

After John Brown's raid on Harper's Ferry, it was apparent that an improved militia system was essential for the State. Major General James L. Kemper, chair of the Military Affairs Committee of the Virginia House of Delegates, devoted intense study to the legislation. Under the militia bill (the Virginia Code of 1860) officers of VMI were recognized as part of the military establishment of the State, and the Governor has authority to issue commissions in accordance with Institute regulations.

Current law makes provision for officers of the Virginia Militia to be subject to orders of the Governor. Appointment to the Virginia Militia requires an Administrative and Professional Faculty member to wear a uniform while on duty. The Virginia Militia as it applies to the Administrative and Professional Faculty of VMI contributes to the Institute's military character by authorizing the wearing of uniforms while on duty. The Militia has no federal status and is only remotely related to the Virginia National Guard. For further information refer to the brochure ***Military Customs and Courtesies - Wearing the Uniform***.

Corps of Cadets: The Corps of Cadets is organized for administrative purposes and for basic military instruction as an Infantry unit in the form of a regiment with two battalions, each consisting of four rifle companies, and a regimental band. The Commandant of Cadets is responsible for administration of the Corps and for carrying out regulations governing appearance, discipline, and military training.

Cadet officers and non-commissioned officers are appointed by the Superintendent upon recommendation of the Commandant of Cadets.

Commissioned officers are selected from the First Class; saber-bearing non-commissioned officers and sergeants from the Second Class; and corporals from the Third Class.

Selection is based upon military and academic proficiency.

XIII. SEPARATELY INCORPORATED ORGANIZATIONS AFFILIATED WITH VMI

VMI Alumni Association, Inc.: Founded in 1842 on the day following the graduation of VMI's first graduating class, the VMI Alumni Association includes as members all VMI matriculants who left the Institute under honorable circumstances. The current roster numbers 12,550 alumni in all 50 states and many parts of the world.

The Alumni Association's purpose is "to organize the alumni in one general body, so as the better to keep alive the memories of Institute life, and by their united efforts the more efficiently to aid in the promotion of the welfare of the Institute, and the successful prosecution of its education purposes in the future."

The VMI Foundation, Inc.: Organized in 1937 by the VMI Alumni Association, the VMI Foundation raises, administers, invests, and disburses funds in support of the VMI Alumni Association and Virginia Military Institute. The Foundation is recognized by VMI's Board of Visitors as an agency authorized to solicit funds on VMI's behalf, providing the "margin of excellence" above and beyond what is provided through state appropriations and other funding sources. The Foundation restricts its support to programs of a non-intercollegiate athletic nature.

The VMI Keydet Club, Inc.: Organized in 1934 by the Alumni Association, the purposes of the Club are to support, strengthen, and develop the intercollegiate athletic program at VMI. These purposes are advanced by soliciting and receiving contributions which finance grants-in-aid to be awarded to cadets and prospective cadets on the basis of athletic talent as well as possession of the educational and character qualifications needed by all cadets.

The VMI Development Board, Inc.: The VMI Development Board was established in the spring of 1978 and incorporated in 1987 under the auspices of the VMI Alumni Association to implement a comprehensive development program and to coordinate the Institute's various fund raising activities. The composition of the Board of Directors is as follows: The President of the Board of Visitors, the Superintendent of VMI, the President of the VMI Alumni Association, the President of the VMI Foundation, the

President of the VMI Keydet Club, and the Executive Director of the Development Board.

XIV. CADET ORGANIZATIONS

The General Committee: The General Committee consists of the class officers of the upper three classes. It annually publishes standards to be adhered to by all cadets in Barracks, in military formations, and in public. The General Committee monitors every facet of cadet life from class privileges to the appearance, discipline, and reputation of the Corps of Cadets. The administration recognizes the General Committee and class officers as official representatives of the Corps and their separate classes, and it extends to them wide authority in self-government.

The Honor Court: The heart of VMI's student government is the honor system. The Corps has always been the guardian of its own honor, its most cherished possession. To administer the system, the Corps elects an Honor Court. If a cadet violates the Honor Code the Honor Court finds him or her guilty, there is only one penalty – dismissal from the Institute. The recommendation of the Honor Court for dismissal of a cadet for a violation of the Code is reviewed and approved by the Superintendent.

The Cadet Regiment: The regiment consists of the regimental band and two battalions composed of four rifle companies each. Non-commissioned officers are Third and Second Classmen (all corporals are Third Classmen and all Sergeants are Second Classmen). Only First Classmen are appointed to the commissioned officer ranks, including the Regimental Commander (or "First Captain") and all Battalion and Company Commanders.

Cadet Clubs and Activities: There are more than 50 cadet clubs, club sports, and organizations at VMI. Generally, organizations are run by cadets with elected leaders and appointed faculty advisers who provide experience and continuity from year to year. The Cadet Program Board plans and supports dances, concerts, shows, and speakers throughout the year. The Cadet Recreation Committee provides equipment for recreational and cadet activities. Currently, VMI club teams compete against other schools in boxing, rock climbing, marital arts, rugby, ice hockey, water polo, fencing, volleyball, and pistol. The cadet president or captain of each club sport is responsible for scheduling competitions with other colleges and universities, scheduling practice sessions, and arranging for the use of Post athletic facilities.

XV. EMERGENCY INFORMATION

The Institute is State property surrounded by the City of Lexington. The City of Lexington Police Department generally does not exercise jurisdiction on VMI property, and therefore responds to calls from Post only in cases of extreme emergency. Routine police matters, including traffic matters, personal injuries, and accidents that occur on VMI property should be referred to the VMI Police.

Telephone Numbers

Emergency	911 (emergency only)
(Police)	
(Fire)	
(Rescue)	
VMI Police (office)	447-7017
(cellular phone)	460-0234
VMI Police (pager)	463-9935
Non-emergency information, City of Lexington	463-9177
(Police)	
(Fire)	
(Rescue)	
Non-emergency information, County Sheriff's Office	463-7328
(Police)	
(Fire)	
(Rescue)	
Stonewall Jackson Hospital	462-1200
VMI Physical Plant Director (B&G)	464-7357
VMI Heating Plant	464-7316
Virginia State Police	291-2548
Emergency only for State Police	800-553-3144

(Dial 9 followed by number when calling from a VMI phone)

Appendix A

ADMINISTRATIVE AND PROFESSIONAL FACULTY COMPLAINT AND APPEAL PROCEDURE

1. Use of the Procedure:

An Administrative and Professional Faculty member may use this procedure to file a complaint or appeal concerning a decision or action that can be corrected by the Institute.

2. Actions That Cannot be Appealed:

a. Lack of funding for a position as determined by the Dean of the Faculty, Deputy Superintendent for Finance and Administration, Commandant, Director of Intercollegiate Athletics, or Chief of Staff, as appropriate.
b. Non-renewal of employment agreement with appropriate notice and the opportunity to be heard.
c. Reassignment.
d. The contents or revision of established personnel policies, rules, procedures, regulations, ordinances, and statutes.

3. Informal Resolution:

a. VMI encourages the informal resolution of complaints. An Administrative and Professional Faculty member should undertake to resolve issues or disagreements informally within 30 days of the action or event complained of.

b. Efforts to informally resolve complaints should begin with the person who took the action complained of. If either complainant (the Administrative and Professional Faculty member making the complaint) or the respondent (the person who took the action complained of) does not feel comfortable discussing the matter directly with the other, the complainant is encouraged to discuss it promptly with any of the following persons: the complainant's supervisor, the respondent's supervisor, a member of the Human Resources Office, the Training and Investigations Officer, or another person who the complainant believes to be appropriate given the nature of the situation.

5. Formal Procedure

a. Whether or not an Administrative and Professional Faculty member has attempted to resolve a complaint informally, he or she may choose to use the formal procedure. In order to initiate a formal resolution, the Administrative and Professional Faculty member must file a complaint in writing, including a proposed remedy, in the Human Resources Office within 30 calendar days of the action or event complained of. The Human Resources Director may extend this period by up to 30 days if an informal resolution is in progress. However, a complaint not timely filed will not be heard.

Anonymous complaints will not be addressed under this Procedure. The Administrative and Professional Faculty member may withdraw the complaint at any time during the formal procedure.

b. Upon receipt of a written complaint, the Human Resources Director will confirm that it is a complaint to which this Procedure applies. If the Human Resources Director determines that the complaint concerns a matter not subject to appeal under paragraph 2 of this policy, he or she will notify the Administrative and Professional Faculty member in writing within five workdays of the receipt of the written complaint. If the complaint concerns an applicable matter, the Human Resources Director will investigate the complaint and prepare a written report for the applicable Senior Executive Officer. In preparing the report, the Human Resources Director will interview parties involved in the complaint.

c. The appropriate Senior Executive Officer will review the report and provide a decision to the Administrative and Professional Faculty member. An Administrative and Professional Faculty member may appeal the Senior Executive Officer's decision to the Superintendent.

d. The Board of Visitors, at its discretion, may hear appeals of full-time Administrative and Professional faculty on decisions of the Superintendent on matters subject to discretionary review as established by Board policy. The Board's discretionary review must be sought in writing within five (5) working days of the Superintendent's decision for which discretionary review is sought.

Appendix B

Important Policies

General Order 13, Superintendent's Statement on Equity

http://www.vmi.edu/Administration/Chief_of_Staff/Memos_Orders_Bulletins/General_Orders/General_Order_13_(Statement_on_Equity)/

General Order 16, Sexual Harassment Policy

http://www.vmi.edu/Administration/Chief_of_Staff/Memos_Orders_Bulletins/General_Orders/General_Order_16_(Sexual_Harassment_Policy)/

VMI's policies are available on the Chief of Staff's web pages at:

http://www.vmi.edu/content.aspx?id=36119

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