

# Virginia Military Institute

## Administrative and Professional Faculty Handbook

September 2018

Approved by the Board of Visitors September 2018

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**Non-discrimination Statement**

The Virginia Military Institute is committed to providing an environment that emphasizes the dignity and worth of every member of its community and that is free from harassment and discrimination based on race, sex, color, national origin, religion, age, veteran status, sexual orientation, pregnancy, genetic information, against otherwise qualified persons with disabilities, or based on any other status protected by law. In pursuit of this goal, any question of impermissible discrimination on these bases will be addressed with efficiency and energy and in accordance with VMI General Order 16. General Order 16 also addresses complaints or reports of retaliation against those who have opposed prohibited practices, those who have filed complaints or reports of prohibited practices, and those who have testified or otherwise participated in enforcement of General Order 16. Questions regarding discrimination prohibited by Title IX of the Education Amendments of 1972, or other federal law, may be referred to the VMI Inspector General and Title IX Coordinator, 212 Carroll Hall, VMI, Lexington, VA 24450, (540) 464-7072. For employment-related disability services, contact the Americans with Disabilities Act 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.

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 14 strategic goals that VMI must achieve for greater coherence, efficiency, quality, and productivity in all of its programs. Underlying and linking these strategic goals 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 18 bachelor degrees in 14 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 11.

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-sponsored military college. VMI was founded on 11 November 1839 on the site of the Lexington state arsenal, and its first cadets relieved the enlisted personnel on duty. The mission of the new college was to create Citizen-Soldiers for Virginia and the nation. Founding Superintendent, Major General Francis H. Smith and Colonel Claudius Crozet, President of the Board of Visitors, established a sound academic curriculum designed to imbue the Corps of Cadets with the discipline and spirit. The class of 1842 graduated 16 cadets. The corps moved into the Alexander Davis-designed gothic revival Barracks in 1851. Much expanded over the past 170 years, but the 1851 structure still fulfills its original mission.

During the Civil War, the Institute played a vital part in training Confederate soldiers. With over 1,800 serving, VMI graduates ranked among the best officers of the South; 19 distinguished themselves in the Union forces.

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 1864, Union troops under General Franz Sigel inflicted heavy casualties on the Confederate line. As a last resort, General Breckenridge committed the cadets to battle where they joined in a heroic charge on the Union lines. Ten cadets died as a result of their participation in the battle; 47 wounded. Never before or since has an American college student body participated as a unit in a pitched battle.

Following the Civil War, reconstruction was slow and hard, and with much sacrifice, the Institute reopened in 1866. Over 2,000 VMI alumni – or 82% of those eligible – 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, 1,200 were commissioned officers,

over eighty percent of which engaged in combat. VMI casualties totaled 200, and decorations for bravery, 108.

During World War II, VMI contributed more than 4,100 VMI men to the armed services, among them 62 officers who held general or flag rank. The years since World War II have also seen VMI alumni continuing to serve in vast numbers in Korea, Vietnam, Grenada, Panama, Operation Desert Storm, Operation Enduring Freedom, Operation Iraqi Freedom, and other military operations across the world.

Reflective of its role as the school of the Citizen-Soldier, the Institute has produced 11 Rhodes Scholars and seven Medal of Honor recipients. Perhaps the most distinguished graduate is George Catlett Marshall. A native of Uniontown, Pennsylvania, Marshall matriculated as a member of the VMI class of 1901, graduating 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, and Secretary of Defense. Marshall received the Nobel Prize for Peace in 1953; the only military officer so recognized.

Another notable graduate is Jonathan Myrick Daniels, Class of 1961, who was murdered during the Civil Rights Struggles of the 1960s. Daniels was named a Lesser Saint of the Episcopal Church for his sacrifice. In 1998, VMI's Board of Visitors established the Jonathan M. Daniels '61 Humanitarian Award, given to public figures who exemplify the "virtue of humanitarian public service and who have made significant personal sacrifices to protect or improve the life of others." In 2001, President Jimmy Carter became the first recipient.

Today, VMI awards the Bachelor of Arts or Science in 14 majors. All 1,700 men and women of the Cadet Corps are required to enroll in one of the four branches of the Reserve Officer Training Corps, but commissioning upon graduation is optional. The academically and physically challenging program of the Institute ranks among the top colleges and universities in America.

### **Institutional Accreditation**

The Virginia Military Institute is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate degrees. Degree-granting institutions also may offer credentials such as certificates and diplomas at approved degree levels. Questions about the accreditation of Virginia Military Institute may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website ([www.sacscoc.org](http://www.sacscoc.org)).

### **Program Accreditation**

The Chemistry curriculum is approved by the American Chemical Society. The Civil and

Environmental, Electrical and Computer, and Mechanical Engineering programs are accredited by the Engineering Accreditation Commission of ABET, <https://www.abet.org/>. The Economics and Business curriculum is accredited by AACSB International, <https://www.aacsb.edu/>.

## **The Post**

VMI is located in the small college city 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; 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 Gothic Revival architecture, 12 of which 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, the General Assembly 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 non-residents of Virginia and eight 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 Numbered Memo 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 perform 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 that 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 have 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 that 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
- Counselors
- 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 is 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 probationary, 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 only to the extent such policies pertain to their status as tenured faculty members.
- 3. Selection of Administrative and Professional Faculty:** The Virginia Military Institute is an Equal Opportunity Employer. The procedures for recruitment and selection for Administrative and Professional Faculty positions are outlined in [General Order 15](#), Recruitment Procedures. 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 Deputy Superintendent for Academics and Dean of the Faculty; the Deputy Superintendent for Finance, Administration, and Support; the Commandant of Cadets; the Director of



Intercollegiate Athletics; the Chief of Staff; and the Director of Information Technology. 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, Administration and Support, Commandant of Cadets, Director of Information Technology 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 that is 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:

<i>Number of years in the Current Administrative or Professional Faculty Assignment</i>	<i>Minimum Notice Requirement (if employee will be offered another full-time position at a lower salary)</i>
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:

<i>Number of years of full-time employment at VMI</i>	<i>Minimum Notice Requirement (if employment at VMI will cease)</i>
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, 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 may 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."

A Senior Executive Officer has the authority to terminate the appointment an Administrative and Professional Faculty member in his or her chain of command for cause, 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. 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.

Once advised in writing of the intended action and the reasons for the action, the employee has the opportunity to respond, in writing and in person before the Senior

Executive Officer, to the intended action. The Administrative and Professional Faculty member also may exercise the option to be heard by the Superintendent by written request within ten calendar days following notice of intent to terminate. 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. Suspension may be with or without pay.

**Suspension In Lieu of Termination:** An Administrative and Professional Faculty member may be suspended in lieu of termination in accordance with the procedures outlined in **Termination from Employment**. Suspension in lieu of termination cannot exceed 30 workdays.

**Administrative Suspension:** 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. In most cases, the VMI Threat Assessment Team will make a recommendation to the Superintendent regarding administrative suspension of an Administrative and Professional Faculty member if the safety and welfare of the Institute, its employees, or cadets is believed to be threatened. The appropriate Senior Executive Officer will provide the Administrative and Professional Faculty member with 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. Disciplinary Penalties:** In addition to suspension or dismissal, the Superintendent or the Senior Executive Officer may impose the following penalties on an Administrative and Professional Faculty member:

- a. Request to reply by endorsement
- b. Admonition
- c. Reprimand
- d. Deprivation of Institute privileges
- e. Deprivation or reduction of normal salary raises

**11. 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. 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. 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 supervisor may permit an Administrative and Professional faculty member separating from employment to use up to two weeks of unused leave immediately before his/her departure.

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 normally closed for approximately two weeks during the Winter furlough, for the Fourth of July and Thanksgiving holidays. Some employees may be required to report to work during those holiday periods to complete work necessary for the operation of the Institute.

Leave Records: Each supervisor should 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:

Personal medical leave applies to full-time, salaried Administrative and Professional Faculty members who have been employed with VMI for one year and falls into two categories: *With Pay* and *Without Pay*. The beginning of Personal Medical Leave is the first day of work missed as a result of a medically disabling condition that lasts or is expected to last more than one week. 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 full academic year before being eligible for a subsequent period of paid personal medical leave. The appropriate Senior Executive may require an Administrative and Professional Faculty member to take consecutive days of personal medical leave when a faculty member's intermittent absences due to medical reasons prevent the faculty member from effectively performing his or her duties.

*With Pay:* 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.

*Without Pay:* Once the full-time, salaried, Administrative and Professional Faculty member reaches the end of the authorized period with pay, the employee shall be placed on leave without pay until reaching a total of three hundred and sixty-five consecutive calendar days on Personal Medical Leave or until the end of the current employment agreement, whichever comes first. If the Administrative and Professional Faculty member is unable to return to his/her duties after reaching the end of Personal Medical Leave Without Pay, then the employment will terminate.

When the need for Personal Medical Leave is foreseeable, the full-time, salaried Administrative and Professional Faculty member must request the leave, in writing, to his or her supervisor at least 90 days in advance. If 90 days' notice is not possible, notice should be provided as soon as practicable. The faculty member's supervisor, after consultation with the appropriate Senior Executive, shall request documentation from the faculty member supporting any absence on Personal Medical Leave. Specific documentation requirements to approve Personal Medical Leave vary based on the nature of the request, and any documentation request should be coordinated with and reviewed by the Human Resources Office to ensure consistency. The appropriate Senior Executive holds final approval for Personal Medical Leave and must inform the faculty member in writing and provide a copy of the approval to the Human Resources Office. A serious health condition of the employee automatically triggers a period of FMLA eligibility, as detailed below, which runs concurrent with Personal Medical Leave.

Pregnancy 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 in accordance with the provisions listed above.

Family and Medical Leave Act (FMLA): 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 covered by the FMLA. Pursuant to the requirements of the Act, the Institute will provide up to twelve weeks of unpaid, job-protected leave to eligible employees for certain family and medical reasons. These reasons are: 1) care of the employee's child (birth, or placement for adoption or foster care) within the first twelve months of birth or placement, 2) care of the employee's spouse, child or parent who has a serious health condition, and 3) a serious health condition that makes the employee unable to perform his or her job. The definition of "serious health condition" includes inpatient care in a hospital or similar facility or continuing treatment by a health care provider for at least three consecutive calendar days. With respect to diabetes and asthma, the period of incapacity can be less than three days. Excluded from the definition of serious health conditions are the following: flu, common cold, upset stomach and routine dental problems. If FMLA Leave is needed, members should contact the Human Resources Office.

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 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, even for fragmented periods of duty. 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. Members must be in a paid status to use Military Leave.

Active Military Stipend: Full-time Administrative and Professional faculty members called to active duty military service in the Armed Forces of the United States, in a Leave Without Pay Status, whose gross military salary plus allowances is less than their base state salary, are eligible to receive the Active Military Stipend. The stipend paid is the difference between the employee's base salary and his/her gross military salary plus allowances. Employees must provide the Human Resource office with a military Leave and Earnings Statement (LES) when they begin active duty and when any change in their salary or allowances

occurs so that VMI can confirm their eligibility for the supplement and can calculate the amount due.

**12. 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. Days on Personal Medical Leave with Pay prior to the employee's death will be subtracted from this payment.

**13. 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

See [General Order 69](#), Administrative and Professional Faculty Performance Evaluation Policy, for full details.

**14. 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 Commandant's Office 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. Part-time Administrative and Professional Faculty cannot work more than 1500 hours from the period of May 1 – April 30 the following year. Supervisors are responsible for keeping accurate records of hours worked.

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 that may include survey data, other positions, and the organizational placement of the position.
2. **Compensation for Teaching or Other Additional Duties:** Administrative and Professional Faculty members who receive additional compensation for teaching or serving in other additional roles 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. For additional details, see [General Order 57](#), Salary Supplements and Stipends.
3. **Salary payments** for all new full-time Administrative and Professional Faculty members are paid on a semi-monthly basis. Paydays are the 1<sup>st</sup> and 16<sup>th</sup> of each month. When the 1<sup>st</sup> or 16<sup>th</sup> falls on a Saturday, Sunday or a holiday, payday will be the last previous working day. The extended Winter furlough is an exception to this rule and pay dates are published in the *Faculty and Staff Weekly Bulletin*. The pay periods are the 10<sup>th</sup> day of the month through the 24<sup>th</sup> and the 25<sup>th</sup> through the 9<sup>th</sup> of the following month.
4. **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 department 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 may be mailed to the home address or may be picked up at the Comptroller's Office.
5. **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 22% 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.

- 6. 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 Foundation  
VMI Keydet Club  
VRS Optional Life Insurance

Pre-Tax Deductions

Flexible Dependent Care Reimbursement Account  
Flexible Medical Reimbursement Account  
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 a TSA are set aside from the rest of your income before your taxes are calculated and you pay no taxes on your TSA earnings until you receive them as income. A TSA plan is entirely optional and, subject to federal rules and the rules of the company administering the TSA, an employee may enroll or discontinue participation at any time. As an Administrative and Professional Faculty member, 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. Please contact the Human Resources Office for a list of providers.
- 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) Hybrid Plan* is a combination of a defined benefit and a defined contribution plan. The retirement benefit for the defined benefit portion is determined by the number of years of service accumulated in VRS covered positions, age at retirement, and the average of five highest consecutive years of salary. The defined contribution benefit is based on the gains and losses in your defined contribution account. This plan produces a larger benefit for those who have long service with employers who are covered by VRS.

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 three available providers: Fidelity, TIAA, and DCP

- 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 VMI's Benefits Summary handbook to help understand the choices and to provide guidance through the enrollment process.
- 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.

Maternity Uniforms: Administrative and Professional Faculty will have the option to wear civilian maternity clothes or, when requested, VMI will provide a maternity uniform. Upon return from maternity leave, the appropriate Senior Executive may approve the wear of maternity uniforms or civilian clothes up to six months from the date of delivery based on physician's diagnosis/recommendation.

- 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. All Administrative and Professional Faculty members must 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. See [General Order 16](#).

It is the responsibility of all members of the VMI community to immediately report any complaints of sexual harassment to the Inspector General/Title IX Coordinator. Employees receiving such complaints should not undertake any independent efforts to determine whether or not it has merit before reporting it to the Inspector General/Title IX Coordinator.

- 3. Sexual Violence:** In accordance with Virginia Code § 23.1-806, all VMI employees, other than medical personnel at the VMI Infirmary, Cadet Counseling personnel, or the VMI Chaplain, who in the course of employment obtain information that an act of sexual violence may have been committed against a cadet in any location or against any individual on Post shall report such information to the Inspector General/Title IX

Coordinator as soon as practicable after addressing the immediate needs of the victim. See [General Order 16](#).

- 4. Inappropriate Relationships Between Employees and Cadets:** Inappropriate relationships between staff and cadets undermine the fundamental purpose of the Institute and disrupt the workplace and learning environment. All Administrative and Professional Faculty members must understand the potential consequences of interactions with cadets. See [General Order 85](#).
- 5. Enforcement of Institute Regulations and the Honor Code:** It is the duty of Administrative and Professional Faculty members to enforce Institute regulations and General Orders. Any suspected violations must be reported directly and promptly to any Senior Executive Officer. The Superintendent and any Senior Executive Officer also will receive reports of a general situation or condition 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 prior to making an official report.

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 by cadets that reflects discredit upon the Institute or the Corps of Cadets should be reported immediately to the Commandant's Office.

Administrative and Professional Faculty members who receive information that a cadet may have committed an honor violation should report such information to any Senior Executive Officer. If the Senior Executive Officer believes the evidence is sufficient to support a violation, the case should be referred to the Superintendent's Representative to the Honor Court. All Administrative and Professional Faculty members are expected to support and uphold the VMI Honor System.

- 6. Political Activity:** An Administrative and Professional Faculty member is free to engage in political activity or to hold local political office. An Administrative and Professional Faculty member who wishes to engage in lengthy and extensive political activity may be required to take a leave of absence if such activity begins to interfere with assigned duties. Faculty and staff are prohibited from participating in any political activity while in uniform or stating or implying VMI endorsement of political activity in which the Administrative and Professional Faculty member chooses to engage.

## VIII. REQUISITIONS AND PURCHASES

The Institute's Procurement Services Office is available and willing to assist with any matter related to procurement. The early involvement of this 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 regulations can be avoided.

Recognizing the public trust placed with the Institute, and to remain in compliance with the Virginia Public Procurement Act, Virginia Code § 11-35 et seq., procurement is accomplished effectively, economically, publicly, and fairly. 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 Procurement Services under the provisions of the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendors and Institute policies and procedures. No faculty, staff or employee will contractually commit the Institute or act as an agent on behalf of the Institute without delegated authority to do so. See [Institute Regulations, Part I](#), Section 1-12 for the delegation of contractual authority approved by the Board of Visitors.

## IX. PUBLICATIONS

Chief of Staff Publications: 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. 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 – including, but not limited to, the Dean of the Faculty, the Director of Finance and Administration, the Chief of Staff, the Director of Admissions, the Registrar, the Commandant of Cadets - may publish memoranda, serially or otherwise.

Communications and Marketing Publications: The Office of Communications and Marketing (C&M) is responsible for establishing standards for publications intended for public distribution. In addition, C&M writers, photographers, and graphic artists develop

and produce publications for offices throughout VMI. Other offices or departments that produce publications for other than internal use are to adhere to Institute standards available at on the [Communications and Marketing website](#). Institute publications for public distribution include, but are not limited to:

- Academic Catalogue (Registrar)
- Admissions publications (C&M)
- Athletic event programs (Athletic Communications)
- Directory of Faculty, Staff, and Cadets (C&M)
- Football and Basketball press guides (Athletic Communications)
- Institute event programs (C&M)
- Institute Report*, a newsletter published monthly during the academic year (C&M)
- Institute website (C&M – the MyVMI portal is an internal website managed by IT)
- Your Right to Know* (VMI Police)
- Visitors' Guide (C&M)
- VMI Calendar (C&M)
- Weekly Bulletin (C&M)

Cadet Publications: Cadets produce *The Cadet* (student newspaper) under the supervision of the Cadet Publications Board; *The Bomb* (yearbook) under the supervision of the Commandant's Office; and *Cadence* (the literary and arts magazine) under the supervision of the Institute Writing Program.

## **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. See also [General Order 21](#).

## **XI. LIBRARY**

Preston Library is a modern library facility with an inviting environment for faculty and cadets to study and perform research.

In addition to traditional print resources, the library is able to access digital resources. The library catalogue itself is available electronically as are many databases and reference tools. The [library web page](#) is the official source for library information.

## **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. Retired officers and reserve/National Guard officers currently serving are normally allowed to wear the uniform of their service component.

Pursuant to Virginia Code § 44-117, officers of VMI shall be commissioned officers of the Virginia Militia, unorganized, and 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. For further information, see the handbook *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 five 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 Rank: 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 Agencies, Inc.: The VMI Alumni Agencies—the VMI Alumni Association, the VMI Foundation, and the VMI Keydet Club—are private, non-profit corporations with a common mission: to advance every aspect of Virginia Military Institute's extraordinary education and strengthen the bonds within the VMI Family. While each has its own governing board and staff, under the strategic direction of the Board of Directors and the leadership of the Agencies' Chief Executive Officer and the senior management team, they collaborate closely to serve VMI's alumni, parents, faculty, staff, and friends and to raise, steward, and manage the private money that is necessary to ensure a brilliant future for the Institute. In their important work, all three component agencies are supported by those directly employed by the Agencies in the areas of communications and financial and personnel management.

VMI Alumni Association, Inc.: The VMI Alumni Association was initially formed as the Alumni Military Association by VMI's first graduates on the day after their commencement, July 5, 1842. Headquartered in William L. Moody Jr 1886 Hall, it provides support for a myriad of alumni activities, to include class reunions and events in



conjunction with more than 85 chapters around the world. In conjunction with the Alumni Agency Communications Office, the Association publishes the quarterly VMI Alumni Review and the Register of Former Cadets. The Association provides other services, such as career placement and networking assistance, and provides support through the alumni network to the VMI Office of Admissions.

The VMI Foundation, Inc.: Since 1937, the VMI Foundation has raised, invested, and stewarded the private money necessary to, as its charter states, the “advancement, promotion, encouragement, welfare, and progress of the Virginia Military Institute and the VMI Alumni Association.” This support improves the Institute’s academic and co-curricular programs, aids the faculty and staff, and helps develop numerous capital projects as well as provides millions of dollars in financial aid to cadets. Occasionally, the VMI Foundation borrows money to fund important and pressing needs, often related to capital expenses, on Post. While the debt service on these loans is not counted as direct aid to VMI, it is an important contribution to VMI’s success.

The VMI Foundation also administers VMI Investment Holdings, LLC and handles the financial, fundraising, and operational functions of the VMI Development Board and the Jackson-Hope Fund.

The VMI Keydet Club, Inc.: Established in 1973, the VMI Keydet Club traces its ancestry back to the Educational Fund of the VMI Alumni Association and the Sportsman Club, which were founded in 1934 and 1949, respectively. The Keydet Club invests grant-in-aid resources in cadet-athletes affording each the opportunity to experience the transformative VMI education, compete in NCAA athletics, and become educated and honorable leaders. Through endowed scholarships and annual contributions to the Keydet Club Scholarship Fund and scholarship funds specific to each of VMI’s NCAA teams, the Keydet Club and its members bolster and celebrate VMI athletics and the Institute’s cadet-athletes.

#### **XIV. CADET ORGANIZATIONS**

The General Committee: The General Committee consists of the class officers of the upper three classes. The General Committee is authorized by the Superintendent to maintain the standards of the Corps of Cadets through behavioral guidelines and class privileges enforced by the Corps. The General Committee ensures accountability for actions by cadets that fall below the standards and traditions of VMI and which bring discredit upon the Corps.

The Honor Court: The VMI Honor Code maintains the high standards traditionally attributed to VMI cadets by seeking to instill in all cadets the desire to conduct themselves according to the code of an honorable cadet, who will neither lie, cheat, steal, nor tolerate those who do. The Honor Code is the heart of VMI. It pervades every activity of the Corps – personal, academic, athletic, and military – and presents a rigid standard by which all cadets must live. The Honor Court administers the Honor System and consists of fourteen members, seven elected from the First Class and seven from the

Second Class. If a cadet is found guilty by a jury of his peers of a violation of the Honor Code there is only one penalty: dismissal from the Institute.

The Cadet Regiment: Consisting of the regimental band and two battalions composed of five companies each, the Regimental System is, after the Honor Code, the most enduring aspect of VMI. 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, martial 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.

## **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. Any complaints of discrimination or harassment based on protected class should be made first to the Inspector General who will determine if the investigative and adjudicatory procedures in General Order 16 are applicable.

#### **2. Actions That Cannot be Appealed Under This Procedure:**

- a. Lack of funding for a position as determined by the Dean of the Faculty, Deputy Superintendent for Finance, Administration, and Support, Commandant, Director of Intercollegiate Athletics, Director of Information Technology or Chief of Staff, as appropriate.
- b. Non-renewal of employment agreement with appropriate notice and the opportunity to be heard.
- c. Reassignment.
- d. Suspensions and terminations, which are covered under a separate appeal process outlined in Section V.9. Termination from Employment.
- e. The contents or revision of established 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 a member of the Human Resources Office.

#### **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. The Human Resources Director, in consultation with the Deputy Superintendent for Finance, Administration, and Support and the Superintendent, as appropriate, may refer the matter to the Inspector General for investigation rather than conducting an investigation through the Human Resources Office.
- c. The appropriate Senior Executive Officer will review the investigation 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.

## Appendix B

### IMPORTANT POLICIES

See <http://www.vmi.edu/about/administration/general-orders/> for all VMI General Orders. The following are some of the most important for Administrative and Professional Faculty members:

#### [General Order 2, VMI Alcohol and Controlled Substance Policy](#)

This policy addresses the prohibitions regarding alcohol consumption and controlled substances.

#### [General Order 13, Superintendent's Statement on Equity](#)

This policy establishes the Superintendent's expectations on maintaining a culture of civility and mutual respect.

#### [General Order 16, Discrimination, Harassment, Sexual Misconduct, and Retaliation](#)

This policy establishes clearly and unequivocally that VMI prohibits discrimination, harassment, sexual misconduct, and retaliation by individuals subject to its control or supervision and sets forth procedures by which such allegations shall be filed, investigated and adjudicated.

#### [General Order 25, Workplace Violence Prevention Policy](#)

This policy specifically addresses the Institute's position on the prevention, reduction, and management of violence to provide a safe working and learning environment for our cadets, employees and visitors at all Institute owned, controlled, or leased properties.

#### [General Order 45, Tobacco Use Policy](#)

This policy provides guidelines on the use of tobacco on Post with the goal of providing a safe and healthy environment for both cadets and employees.

#### [General Order 46, Code of Ethics](#)

Pursuit of the VMI mission requires a commitment to ethical conduct in all Institute activities. In that spirit, the Standards of Ethical Conduct is a statement of our belief in ethical, legal and professional behavior in all of our dealings inside and outside the Institute.

#### [General Order 50, Acceptable Use of VMI Information Systems](#)

The purpose of the Acceptable Use of VMI Information Systems policy is to establish user awareness regarding the standards for actions that are and are not permitted on VMI information systems and network.

#### [General Order 85, Inappropriate Relationships Between Faculty/Staff & Cadets](#)

This policy sets forth the expectations of all members of the faculty and staff of Virginia Military Institute with respect to engaging in personal relationships with cadets.