

VIRGINIA MILITARY INSTITUTE
Lexington, Virginia

GENERAL ORDER)
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PROFESSIONAL DEVELOPMENT POLICY

The following policy governs the eligibility, nomination for, and participation in VMI-sponsored professional development opportunities.

1. **PURPOSE.** The Institute continues to challenge itself to run an unsurpassed leadership

These skills serve as a foundation for quality interactions with cadets, peers, and supervisors in and out of the classroom/workplace. The target audience is all newly hired faculty (TR) and uniformed staff (AP). Note: This program is offered in conjunction with the Newcomers' Orientation.

3. **Supervisor Training** is designed to provide first-line and mid-level supervisors with improved interpersonal and managerial skills to lead teams and small groups at VMI. This opportunity is open to AP and classified personnel.

- ii. **Tier 2: Emerging Leaders Course** is designed to build a bench of mid-grade leaders within each academic and administrative department. The program focuses upon key leader and follower skills that will enhance each participants effectiveness in leading committees or executing departmental duties. Throughout the course, participants will gain greater self-awareness, refine their abilities to influence other people, and understand VMI's key systems. The target audience for this course are the teaching faculty and administrative /professional staff with 6+ years of experience at VMI who are nominated by their respective department head and approved by their respective Institute Executive Committee leadership.

- iii. **Tier 3: Marshall Leaders Seminars** is designed for new Department Heads or Administrative Directors to provide more in-depth discussion of VMI systems, processes, strategic planning, and the leadership skills needed to administer and lead departments/staff directorates. This program is individually tailored for each participant. The Center's Director will assist and coach participants in this program. Note: This program may include off-Post executive leadership opportunities to supplement these seminars.

- iv. **Department and Directorate – Directed Opportunities.** These developmental opportunities support members specialized skills, leader, and educational advancement in support of the Department's/Directorate's mission. Center provided training includes:
 1. **Train-the-Trainer Certification.** This program is designed to improve the VMI community by building trainers across the organization that will be able to train other employees in their respective departments. This opportunity is open to any VMI employee.

 2. **Beyond the Walls – Lunch and Learn Seminars.** This program is designed to move training to the department spaces that request the training. The focus of the desired seminars are interpersonal and managerial skills to lead teams and small groups at VMI. This opportunity can be requested by any department.

2. Review and approve faculty members nominated for core professional development and external development opportunities recommended by academic departments.
3. Provide requested subject matter experts/facilitators as requested by the Center.

ii. Deputy Superintendent for Finance, and Support.

1. Oversee and approve budget requests to fund the core professional development program.
2. Provide requested subject matter experts/facilitators as requested by the Center.

iii. Chief of Staff

1. Oversee the attendance of staff members at the core professional development program; update the Superintendent.
2. Serve as a subject matter expert and provide insights to selected courses as requested by the Executive Director of the Center.
3. Ensure the Human Resources Department tracks attendance in professional development programs across the Institute and places certificates of completion are placed in the respective employee's personal files.

iv. Executive Director, Center for Leadership and Ethics.

1. Plan, coordinate and conduct VMI's core professional development program (Tier's 1-3).
2. Ensure the schedule for all course offerings is coordinated through the Assistant Superintendent of Operations and Planning and is published on the Institute and Academic calendars. Brief the Institute Policy Committee and Academic Board on class schedules as requested.
3. Provide Human Resources certificate of achievement/accomplishment upon completion of programs for inclusion in employee personnel file.

c. Coordinating Instructions

- i. Tier 1 Supervisor Training is traditionally held off-site during summer furlough. Senior Executives will identify, select, and inform the attendees and the Center by April.

- ii.** Annex A describes the process/timeline for identifying attendees for Emerging Leaders training program.
- iii.** Professional development accomplishments will be noted on annual performance evaluations, and copies of course completion documentation will be provided to the Human Resource Office for inclusion in an individual's personnel file. Completion of Emerging Leaders should be considered when selecting staff and faculty for leadership positions on committees and within departments.
- iv.** Once enrolled in a course, it is an employee's responsibility to attend the directed training. The training is the employee's required place of duty until the completion of the training.

FOR THE SUPERINTENDENT:

John M. Young
Colonel, Virginia Militia
Chief of Staff

