



## AGENDA

### MONTHLY EXECUTIVE COMMITTEE MEETING

Thursday, April 10, 2025 – 2:00 p.m. – Conference Room 203

- |                                                                                              |                  |
|----------------------------------------------------------------------------------------------|------------------|
| <b>I. Convening of Meeting</b>                                                               | Mr. Don Merricks |
| A. Welcome                                                                                   |                  |
| B. Call to Order and Confirmation of Quorum                                                  |                  |
|                                                                                              |                  |
| <b>II. Attendance of Committee Members by Electronic Communication Means (Vote Required)</b> | Mr. Don Merricks |
|                                                                                              |                  |
| <b>III. Approval of Minutes (Vote Required)</b>                                              | Mr. Don Merricks |
| A. January 23, 2025                                                                          |                  |
|                                                                                              |                  |
| <b>IV. Discussion</b>                                                                        |                  |
| A. S.I.R. Engagement on Additive Manufacturing Marketing Strategy                            | Mr. Telly Tucker |
| B. Real Estate Transaction/Supporting DCC                                                    | Mr. Telly Tucker |
| C. Science Lab Renovation & Other Capital Improvements                                       | Dr. John Hughes  |
| D. Update on 149 Slayton                                                                     | Mr. Telly Tucker |
|                                                                                              |                  |
| <b>V. Executive Session: Personnel</b>                                                       | Mr. Telly Tucker |
|                                                                                              |                  |
| <b>VI. New Business and Open Forum of Concerns/Issues/Observations</b>                       | Mr. Don Merricks |
|                                                                                              |                  |
| <b>VII. Adjournment</b>                                                                      | Mr. Don Merricks |

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#### Future Committee Meetings

May 8, 2025

#### Executive Committee Members

Mr. Don Merricks, Chair, BOT  
Mr. Don Gibson, Vice Chair, BOT  
Mr. Ben Davenport, Chair, Advanced Manufacturing Committee  
Dr. Guru Ghosh, Chair, Applied Research Committee & VT Representative  
Mr. Greg Hodges, Chair, Programs & Services Committee  
Mr. Charles Majors, Chair, Resource Committee  
Ms. Leslie Mantiply, President, Foundation Board of Directors

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#### Future Plenary Meetings

May 15, 2025

#### IALR Staff

Mr. Telly Tucker, President  
Dr. John Hughes, EVP, Operations  
Ms. Pam Patterson, BOT Secretary



## MINUTES

### IALR BOARD OF TRUSTEES (BOT)

### MONTHLY EXECUTIVE COMMITTEE MEETING

Thursday, January 23, 2025 – 2:00 p.m. – Conference Room 203 – In Person

#### **Members Present**

Mr. Ben Davenport (*Manufacturing Advancement Chair*)  
Mr. Don Merricks (*BOT Chair*)  
Mr. Don Gibson (*BOT Vice Chair*)  
Dr. Greg Hodges (*Programs & Services Chair*) (*arrived at 2:10 pm*)  
Mr. Charles Majors (*Resources Chair*)  
Ms. Leslie Mantiplay (*FBOD President*)

#### **IALR Staff Present**

Mr. Telly Tucker, President, IALR  
Dr. John Hughes, EVP, Operations  
Ms. Pam Patterson, BOT Secretary

#### **Members Unable to Attend**

Dr. Guru Ghosh (*Research Chair & VT Representative*)

#### **Guests**

None

#### **Call to Order / Welcome/ Confirmation of Quorum**

Mr. Don Merricks, BOT Chair, called the monthly Executive Committee meeting to order at 2:00 p.m. on Thursday, January 23, 2025. A quorum was in attendance. There were no changes to the agenda.

#### **Attendance of Committee Members by Electronic Communication Means**

No members of the committee attended via electronic communication.

#### **Approval of Minutes**

- **Motion:** Mr. Ben Davenport made a motion to approve the minutes for the October 10, 2024 meeting. Mr. Don Gibson seconded the motion. The motion was approved unanimously.

#### **Discussion**

- A. 149 Slayton Update  
Mr. Tucker commented that several companies had expressed interest in the space.
- B. Upcoming Dates and Visits of Importance

- January 29, 2025 – RADM Jeffrey Czerewko, Commander, Naval Education and Training Command. He and his team are interested in replicating a program similar to the Naval Aviation School for Additive Manufacturing (NAVSEA). An overview will be presented, and the tour will include:
  - a. Integrated Machining Technology (IMT)
  - b. Accelerated Training in Defense Manufacturing (ATDM)
  - c. Naval Aviation School for Additive Manufacturing (NASAM)
  - d. Non-Destructive Testing (NDT)
  - e. National Training Center (NTC)
  - f. Center for Manufacturing Advancement (CMA)

Strategically, an investment that happens around ATDM with Navy funding could help secure the long-term sustainability of ATDM.

- January 29, 2025 – Economic Development prospect potentially bringing 1,500-2,000 jobs and a \$750M investment.
- January 30, 2025 – Congressman John McGuire will return to campus for another tour of ATDM and CMA to better understand the work being performed on campus. He was named to the House Armed Services Committee.

C. General Assembly Budget Update

Mr. Tucker provided an update on the Governor's budget, confirming inclusion in the construction pool funding for the CMA expansion with a request of \$29.6M. A preliminary meeting was held with the State Department of Engineering and Buildings about the ability to fast-track the process.

Mr. Tucker referred to the Microporous incentive package, which included a dedicated training facility in the Cyber Park. IALR was approached by the City of Danville and Pittsylvania County with a request to manage the facility. Proposed considerations include \$10 million from the Virginia Tobacco Region Revitalization Commission (TRRC) and a \$10 million match from the Danville Regional Foundation (DRF) to support construction. At the request of the City and the County, Delegate Danny Marshall submitted an additional \$10 million budget amendment as a buffer to cover construction costs. If approved, the facility will be owned by the Regional Industrial Facility Authority (RIFA) and managed by IALR.

D. Opportunities on the Horizon

No further opportunities were discussed.

**Closed Session #1**

Mr. Don Merricks stated that the committee would enter a Closed Session.

- **Motion #1 – Motion to Convene in Closed Meeting**

Mr. Don Gibson made a motion to convene in a Closed Session at 2:31 p.m.

*I move that the Executive Committee of the Institute for Advanced Learning and Research Board of Trustees in Danville, Virginia convene in a closed meeting pursuant to Virginia Code 2.2-3711, Section A, Subsection 3, as amended, to discuss and consider the acquisition or disposition of real property where discussion in an open meeting would adversely affect IALR's bargaining position or negotiating strategy, and Virginia Code 2.2-3711, Section A, Sub-section 4, as amended for the protection of privacy of individuals in personal matters unrelated to public business.*

Mr. Charles Majors seconded the motion. The motion passed unanimously.

**Attendance Notes: Ms. Pam Patterson left the meeting at 2:31 p.m.**

- **Motion #2 – To Reconvene in Open Meeting**

Ms. Leslie Mantiply made a motion to reconvene in Open Session at 3:04 p.m.

Mr. Charles Majors seconded the motion. The motion passed unanimously.

**Attendance Notes: Ms. Pam Patterson returned to the meeting at 3:04 p.m.**

- **Motion #3 – To Certify Closed Meeting**

Mr. Don Gibson made a motion to certify the closed session as stated below:

**WHEREAS**, the members of the Executive Committee of the Board of Trustees of the Institute for Advanced Learning and Research in Danville, Virginia have convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of the Virginia Freedom of Information Act; and

**WHEREAS**, Section 2.2-3712.D. of the Code of Virginia requires a certification by this Executive Committee of the Board of Trustees that such closed session was conducted in conformity with Virginia law;

**NOW, THEREFORE, BE IT RESOLVED**, that the Executive Committee of the Board of Trustees, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open

*meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Committee.*

Dr. Greg Hodges seconded the motion. The motion passed unanimously.

**Roll Call Certifying Closed Session**

Each member in attendance voted individually to certify the closed session.

**Roll Call Vote:**

Mr. Don Merricks	-	yes
Mr. Don Gibson	-	yes
Mr. Ben Davenport	-	yes
Dr. Greg Hodges	-	yes
Mr. Charles Majors	-	yes
Ms. Leslie Mantiplay	-	yes

The Closed Session adjourned at 3:15 p.m.

**New Business and Open Forum of Concerns/Issues/Observations**

No further business, concerns, issues, or observations were discussed.

**Adjournment**

There being no further business to come before the committee, Mr. Merricks adjourned the meeting at 3:15 p.m.

*Signatures and Exhibits are shown on the following page.*

**Minutes Recorded By:**

\_\_\_\_\_  
Ms. Pam Patterson  
Secretary, IALR Board of Trustees

**Minutes Approved By:**

\_\_\_\_\_  
Mr. Don Merricks  
Chairman, IALR Board of Trustees

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**Summary of Exhibits (incorporated as an official part of these minutes):**  
Exhibit A – Closed Session Documentation

DRAFT

Executive Summary – March 25, 2025

## **A Game Plan to Make IALR and the Danville Region a National Hub for Additive Manufacturing**

### **Background**

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The Institute for Advanced Learning and Research (IALR) commissioned S.I.R. to formulate a strategic plan (the Plan) to make IALR and the Danville region a leading U.S. hub for additive manufacturing (AM).

The Plan's goal is to build on IALR's and the Navy's AM Center of Excellence (CofE) success with AM in order to grow high-paying jobs in, and advance the economic prosperity of, the Danville region.

This document is the Plan's Executive Summary, providing highlights of the Situation Review, SWOT Analysis, 10 Strategic Imperatives, and an Action Framework.

### **Situation Review**

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Additive Manufacturing (AM), or industrial-scale 3D printing, offers substantial advantages over traditional manufacturing, including faster prototyping, reduced material waste, shorter setup times, and the ability to produce highly complex parts. These benefits are fueling national interest and positioning AM as a key industry of the future.

Several U.S. regions are aggressively working to become recognized AM hubs. These include Boston, Pittsburgh, Detroit, Northeast Ohio, San Francisco, and Austin. Each of these regions is following familiar and proven practices to elevate their national standing, such as:

- Creating strong ties between AM research and leading universities
- Developing intentional branding and consistent messaging
- Integrating the industry's identity into the community's
- Hosting signature events that draw national attention
- Engaging and educating the community to serve as industry champions
- Maintaining a visible and active presence at national AM industry events

The Department of Defense has demonstrated a clear commitment to the AM sector by integrating research and application across all service branches. This includes the Navy's decision to establish its AM CofE at IALR in Danville, located over 200 miles inland, which speaks to the trust placed in the region's capabilities. Other cities and regions are also emerging as DOD-aligned AM hubs.

As part of S.I.R.'s Situation Review, conversations with internal IALR stakeholders revealed a shared vision to elevate IALR and the Danville region as a significant national AM hub. However, there appears to be a gap in local understanding of the full potential and long-term value of this opportunity.

S.I.R.'s on-site visit also identified ways in which the IALR's AM story could be more clearly expressed and reinforced across physical spaces and visitor experiences. Additionally, there is potential to build a stronger emotional connection between the community and the Navy partnership already in place.

## **SWOT Analysis:**

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The Plan's Situation Review led to a comprehensive SWOT analysis, which identified both the strengths to build on and the gaps to address to position AM as a major, sustained driver of high-paying jobs and economic growth for Danville and the surrounding region.

### **Strengths:**

- World-class infrastructure (IALR campus, CMA, ATDM training program)
- Strategic Navy partnership
- Strong network of industry and academic collaborations
- Forward-looking talent development, starting in middle school (GO TEC)

### **Weaknesses:**

- AM is complex and new, creating communication barriers
- Difficulty recruiting AM-focused companies
- Outdated perceptions of the area can create challenges in attracting talent and investment

### **Opportunities:**

- Strong industry growth trajectory, especially in defense
- Positive Navy engagement suggesting potential further investments
- Regional economic momentum (e.g., \$1.35 billion Microporous investment)
- Significant educational partnership (Virginia Tech)
- Recent win in Tech Hub grants

### **Threats:**

- Highly competitive environment among emerging AM hubs
- Local community's unclear understanding and buy-in
- Challenges attracting and retaining skilled AM professionals
- Rapid technological advancements potentially surpassing local efforts
- Potential replication of the Navy AM CoE model in other regions



## S.I.R.'s Strategic Imperatives

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A SWOT analysis informed S.I.R.'s recommendations:

1. **Establish a Distinctive, Credible AM Identity**
  - Clearly position Danville as the “Mid-Atlantic Epicenter of Additive Manufacturing,” leveraging the Navy partnership and geographic advantage.
2. **Create and Showcase a Comprehensive Regional AM Footprint**
  - Map and visually present the extensive concentration of AM initiatives, assets, and value chain in the Danville region and the broader Blue Ridge Innovation Corridor, extending into North Carolina.
3. **Integrate University-Led AM Research**
  - Enhance collaboration with institutions such as Virginia Tech, NC State, and UVA to boost innovation, workforce development, and federal funding.
4. **Focus Messaging on Tangible Business Benefits**
  - Highlight concrete advantages for companies to locate here: speed, talent availability, research, inventory of prototypes, low costs, and collaboration.
5. **Establish a Dedicated AM Sales Team**
  - Allocate resources to employ one or two dedicated AM sales representatives.
  - Actively recruit AM-focused companies, first in defense supply chains. Simultaneously pursue state, Mid-Atlantic region, national, and international opportunities.
6. **Expand Targeted Marketing Efforts**
  - Position Danville prominently in key industry platforms—through digital marketing, industry event participation, and competitive market intelligence.
7. **Equip Local Leaders as AM Advocates**
  - Develop an “AM roadshow” presentation and toolkit to ensure regional economic leaders effectively promote Danville’s AM advantages.
8. **Strengthen and Expand the AM Talent Pipeline**
  - Scale programs like ATDM and GO TEC, introduce new certifications, internships, apprenticeships, and incentives to attract AM professionals.
9. **Foster a Thriving AM Community and Culture**
  - Establish an industry community for regular networking and collaboration, supported by public-facing initiatives such as AM-themed festivals, competitions, and ambassador programs.
10. **Implement Clear Goals and KPIs for Accountability**
  - Establish a metrics-driven dashboard tracking the Plan’s progress (company attraction, job creation, training outcomes, event attendance), ensuring transparency, sustained efforts advancing AM, and results.

## Action Framework:

The full Plan culminates with an action framework—specific next steps to advance the 10 strategic imperatives. This is the summary:

Strategic Imperative	Immediate Next Steps
1. Position Danville in a Unique, Believable, and Differentiating Way as a Major AM Hub	Create a “war room” comparing marketing materials from all emerging AM hubs, including IALR. Maintain this over time. (See #6 below).
	Reverse engineer the positioning statements of the other hubs.
	Refine and finalize the narrative in S.I.R.’s recommended positioning for Danville’s AM.
2. Create and Package Danville’s Largest AM Regional Footprint as Possible	Inventory <u>ALL</u> AM assets (companies, etc.) in the Blue Ridge Innovation Corridor (BRIC) and central North Carolina, too (N.C. State).
	Create a high-impact visual map of logos with a narrative explaining each.
	Use the map in all presentations and marketing outreach (website, videos, etc.).
3. Include University-Led AM Research to Strengthen Danville’s Regional Competitive AM Position	Build on current academic partnerships, especially with Virginia Tech.
	Formulate long-term partnerships—internships, faculty exchanges, industry-sponsored research, and technology transfer initiatives to accelerate real-world AM applications.
	Highlight these in all marketing materials – logos and people.
4. Package Your Story Around the Business Benefits of Being Part of This AM Community	Inventory and rank all business benefits AM offers.
	Identify case studies that can validate these advantages. Write them up.
	Incorporate this perspective and case studies into all marketing.
5. Invest in a Dedicated AM Sales Plan and Team	Identify resources that can fund a dedicated AM sales team.
	Work with Linda Green to recruit and hire AM-experienced people.
	Finalize the sales target list. Engage Virginia’s Congressional delegation for in-state opportunities. Simultaneously, go after national and even international sales targets.

6. Provide AM Marketing Support	Use this report as a checklist against what you are currently doing.
	Maintain an ongoing “war room” comparing marketing materials from all emerging AM hubs, including IALR.
	Continually assess the relative strengths of each emerging AM hub – positioning, claims, marketing, etc.
7. Build Local Sales Support and Assistance	Use components of this report to create a compelling AM overview roadshow presentation.
	Make presentations to local & regional business and economic leaders.
	Provide a sales “tool kit” to all local & regional leaders.
8. Continue to Build the Region’s AM Talent Pipeline	Inventory the AM-related jobs needed today and in 2035
	Assess the current local AM jobs pathways – the “AM Workforce Ecosystem Pipeline.”
	Identify and share the gaps with the AM workforce development/training ecosystem pipeline partners.
9. Foster a True Local AM Industry Community	Convene a meeting with professionals in the local AM space (potential implementation task force).
	Share this plan to start a conversation. Gather feedback.
	Finalize the plan based on feedback.
10. Create and Track Goals and KPIs for Accountability	Finalize specific strategic imperatives.
	Arrive at 2 to 3 KPIs for each strategic imperative. Identify the source and timing of data.
	Create a dashboard that includes all measures and rationale.

### **The Immediate Next Step:**

The immediate next step is to bring all stakeholders together around a shared, comprehensive game plan that builds on the momentum IALR and the Navy’s CoE have created in additive manufacturing. The S.I.R. Plan provides a strong foundation—now it must be expanded to include all relevant players, initiatives, and measurable KPIs.

As part of this effort, regional leaders must develop a clear, collective understanding of the national AM landscape, including the strengths of emerging AM hubs and where Danville and IALR stand in comparison today. Only by mapping this competitive environment can IALR and the Danville region identify the strategic actions required to secure and strengthen its long-term position as a leading AM hub, before federal policy shifts or competing regions gain the advantage.

The window to act is narrow, and the moment is now.