

1 Motivation: Professional Work Culture

The Mathletes in this department are our greatest resource and their development, care, and well-being is our #1 priority. Our efforts in this regard are easily quantifiable if we use the calendar and schedule them. I do appreciate casual collisions and targets of opportunity, but when I schedule these events I'm at the very least setting the floor (lower bound) for my own efforts. I will use the following 'culture' metrics to indicate my efforts to ensure our Mathletes know they are our #1 priority. Leadership is continuous and requires constant messaging.

- Individual Focused (If identified below, please schedule these events directly through Ms. Beck Petersen so she can help me track them appropriately.)
 - Rater Counseling w/ APs, Full Professors: x/8 (Friday afternoons)
 - APD Lunches (or 0600 workouts): x/7 (Thursdays or Fridays)
 - 1st Year Faculty Class Visits (w/follow-on feedback, 20 min): x/17 (Tuesday/Wednesday A,E,F hours)
 - PDRs w/ cadets: x/6 (class hours)
 - Senior Rater Counseling w/ Military and Civilian Faculty (Support Form, CV, AIM portal resume): x/70 (Monday or Friday afternoons)
- Department Sub-Population Focused
 - Program Director Semester Updates (PDs): x/4
 - PD Meetings (P5): x/8 (Wednesdays lunch)
 - XO/S1/P5 Meeting (P5): x/13 (Mondays 0930)
 - Program Lunches/meetings w/ major (PDs): x/4
 - Spirit Lunches w/ Math Majors and Faculty (DACs): x/6
 - EO Lunches w/ Math Majors and Faculty (DACs): x/4
 - PD Time Observations (CDs MA103,MA153,MA206): x/3

2 Counseling

Counseling is a hallmark of great organizations and it is the ultimate investment we can make in faculty development. This year I'd like you to simply provide an interim update via email on your ratees about mid-way through the semester with your observations and anything I should be aware of. Specifically, as you think about the approach you will take, I'd like you to read ADP 6-22.1, focusing on (i) active listening, (ii) powerful questioning, and (iii) feedback. Regarding feedback, Section 1-3 says:

Leaders get results and accomplish the mission by providing effective, intentional feedback, as well as by determining the appropriate setting and timing for feedback. Effective feedback that considers the individual's motivation can significantly contribute to development, accelerate learning in day-to-day experiences, and translate into optimal performance. Feedback is a key component of counseling, coaching, or mentoring. Army leaders support each other and enable transparent and effective assessment of the individual's performance and their role in the organization's overall performance. Assessments and feedback are not additional duties extraneous to the mission but are integral to accomplishing the mission.

The concentrated collaboration between the rater and ratee on (i) the Officer Support Form (for military), (ii) the AIM Portal resume (for military), and (iii) a curriculum vitae (for civilian and military) will improve all of our skills in active listening, asking powerful questions, and providing focused feedback aligned with

ADP 6-22.1. This dedication will not only prepare our junior military instructors for potential academic promotion to senior instructor, should they choose to pursue it, and our civilian assistant professors for highly sought after post-USMA opportunities, but it will enable us accomplish our vision as described in Figure ???. Please discuss professional development and education with your ratees, to include Distance Learning ILE, which the Department supports, but not with remote work during the AY.

3 CCIR

Bad news doesn't get better with time, communicate with your CoC early and often.

- Mathlete hospitalized for any reason.
- Mathlete engagements (or contact) with Com, Supe, higher, or press.
- Mathlete pay, travel, or administrative issue that lags an unreasonable time.
- Any compromise/breach/spill of security involving PII and/or protected data as part of Mathlete Research or operations.
- Perceived honor violations (post approach for clarification) or respect concerns in one of our courses.
- Any cadet that misses more than 8 classes in one of our courses.
- Travel or documentation submitted outside of prescribed lead times that requires Dean/Supe approval.
- Any FOIA request regarding Mathlete research and/or operations.

4 Basic ROE: Be Personally Accountable

- Leadership is easy when people are personally accountable: readiness, training, taskings, attendance.
- Admin/Support operations sit at the heart of our culture as they take care of Mathletes. Please respond with urgency and kindness to the S1, XO/Admin, IT, and P5, i.e., within < 24 hours. Note: the XO and S1 speak for me when assigning taskings and attempt to do so thoughtfully (see our vision statement).
- Submit travel requests and associated documentation like ETPs, trip sections as early as possible and prior to prescribed deadlines. Track the status of your request, it's not just on the admin staff. Do not assume ETPs will be approved. I'm not inclined to approve last minute travel.
- We use personally identifiable information in collecting and analyzing data as part of research and/or class assessment. This requires IRB approval/engagement and a commitment to storage and/or transport (through certified training) to use. Let's not take any shortcuts here.
- Cloudy boards, messy classrooms, typos on handouts, WPR errata (especially on secondary versions) indicate a lack of quality control.
- Department meetings/coffee calls are mandatory, please do not schedule meetings/AI, etc that are in conflict. There are only four.
- Please route anything you need me to sign through P5, XO, or S1 for tracking.
- When my door is open... come on in (I expect yours to be too, and that you are generally present 0740 to 1615).
- If you are not gonna be at work during the academic day, someone in a leadership position needs to know. We don't do wink-wink 'telework'. We are an in-person department; telework can be arranged, but warrants a discussion w/ PD and P5 approval beyond 1-2 days. If you would like a day off when not teaching, please take leave.
- Please read every YMN email (15 minutes per week, the alternative is FRI 1630 recall presentations...)
- We want to experiment with generative AI and apps that use it; however, we need to be cautious with uploading data and personal information. The department will look to purchase licenses for mass use, but procedurally we treat these requests just like we would software, i.e., we develop an ITR and get a legal review. Please inform P5 and Frank of any AI-specific app you seek to use or are using.