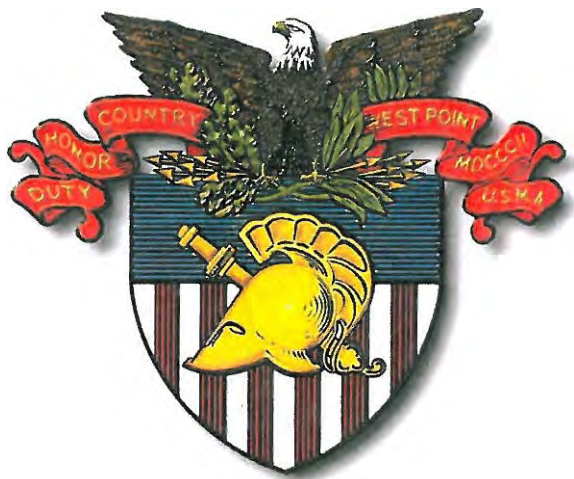


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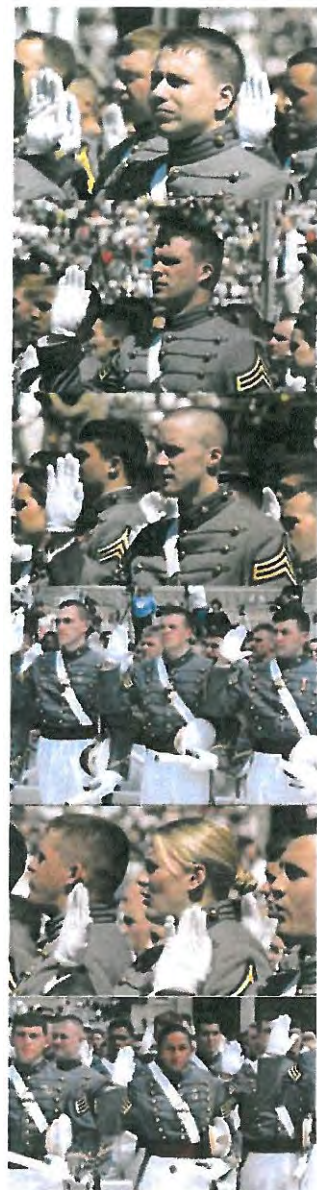
Faculty Manual

A Blend of Excellence



"To educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country; and prepared for a career of professional excellence and service to the nation as an officer in the United States Army."

November
2014



From The Superintendent

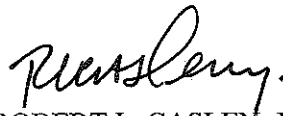
It is with great pleasure that I introduce the third edition of the *United States Military Academy's Faculty Manual*. Since its founding in 1802, the United States Military Academy's graduates have served our armed forces and nation with distinction. Throughout its history, West Point's highly qualified faculty has played a critical role shaping the Academy's educational philosophy and developing these fine leaders. This philosophy is best summarized in the Military Academy's mission statement:

To educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country; and prepared for a career of professional excellence and service to the nation as an officer in the United States Army.

To accomplish this important goal, the four-year West Point experience is structured around leader development. Three coordinated and integrated programs—academic, military, and physical — comprise this experience and develop cadets into well-rounded individuals. Our faculty must understand, support, and actively contribute to the implementation of this extensive and multi-faceted leader development program.

Like other fine baccalaureate-granting institutions, the U.S. Military Academy provides a high quality undergraduate education. However, West Point differs from other colleges and universities; it is our nation's sole institution of higher education with the primary responsibility to prepare young men and women for professional Army careers. Thus the foundations of West Point's curriculum are the Army's present and future needs for its officers. USMA focuses its Academic Program on the requirements for military service in the 21st century. This Academic Program offers a dynamic and integrated curriculum organized around interdisciplinary goals that are derived directly from Army needs. It establishes the intellectual foundation for service as a commissioned officer and, like other aspects of the West Point experience, is designed to foster development in leadership, moral courage, and integrity essential to such service.

The Corps of Cadets represents this nation's finest young men and women. They are proven achievers who are challenged to pursue excellence without arrogance. That is my guidance to you—challenge them to excel and support their efforts to meet the challenge. By doing so, you will make a significant contribution to the development and education of our nation's future leaders.



ROBERT L. CASLEN, JR.
Lieutenant General, U.S. Army
Superintendent

From the Dean of the Academic Board

As a faculty member of the United States Military Academy, you have accepted an appointment unique in American higher education. The faculty's mission is to educate, train, and inspire our cadets to become our Army's future officers – leaders of character committed both to the Values of Duty, Honor, Country, and to professional excellence and service to the Nation as Army officers. To mentor our cadets, the faculty must be committed to the values of our Army.

Like your colleagues at other fine educational institutions, you are expected to excel as a knowledgeable and capable teacher and to contribute to advancing the state of knowledge in your chosen academic discipline. However, at the Military Academy classroom instruction and involvement in scholarly research are only two aspects of a faculty member's varied responsibilities. Here, you are also expected to contribute personally and substantially to the development of cadets as officers and leaders. Your responsibilities, therefore, extend beyond the traditional faculty-student relationship found in civilian colleges and universities and touch all aspects of cadet life.

West Point faculty members are expected to support the Academy's total mission in all its academic, physical, military and moral-ethical dimensions. We have structured our Academic Program with breadth and depth components to provide all cadets with a high quality education. The foundation of this education is a core curriculum that prepares each graduate for service as an Army officer. This core curriculum balances humanities and social sciences courses with the physical sciences and engineering.

In the study-in-depth component, cadets are able to pursue in more depth a discipline that interests them through an academic major. They are able to choose from over forty majors that reflect the needs of military service and contribute markedly to cadet intellectual curiosity and development. All majors culminate in a capstone experience that enables cadets to apply the knowledge they have gained in the previous three years of study. Upon successful completion of their studies, all cadets graduate with a Bachelor of Science degree.

Together, academic core and majors programs contribute to the goal of providing our nation with well-rounded, liberally-educated officers able to lead our nation's Army in the 21st century. Achieving that goal demands an exceptional faculty as well as exceptional students.

This handbook is designed to provide administrative information about the U.S. Military Academy and your role therein. USMA history and mission, as well as administrative procedures affecting you directly, such as appointment, promotion, and salary are set forth in this document.



TIMOTHY E. TRAINOR, Ph.D.
Brigadier General, U.S. Army
Dean of the Academic Board

UNITED STATES MILITARY ACADEMY FACULTY MANUAL	
FROM THE SUPERINTENDENT	1
FROM THE DEAN OF THE ACADEMIC BOARD.....	3
I. HISTORY, PURPOSE, MISSION, ORGANIZATION AND FACULTY	6
A. WEST POINT HISTORY	6
B. PURPOSE AND MISSION.....	7
C. ORGANIZATION	8
D. THE USMA FACULTY MODEL.....	10
2. THE MILITARY ACADEMY’S COMMITMENT TO FACULTY FAIRNESS AND EQUITY	11
II. USMA FACULTY POLICIES AND REGULATIONS	15
A. REGULATIONS	15
B. THE CADET HONOR CODE	15
C. CHAIN OF COMMAND	15
D. DUTIES AND OBLIGATIONS OF FACULTY MEMBERS	15
E. ACADEMIC FREEDOM	16
F. SCHOLARLY ACTIVITIES	17
G. STANDARDS OF ETHICAL CONDUCT	17
H. ADDITIONAL EMPLOYMENT.....	18
I. PROFESSIONAL TRAVEL.....	18
J. ATTENDANCE AT ACADEMIC FUNCTIONS	19
K. EXTRACURRICULAR ACTIVITIES	19
L. FACULTY-CADET RELATIONSHIPS.....	19
M. DRESS AND APPEARANCE.....	20
N. ACADEMIC ASSIGNMENT	20
O. FACULTY HOURS	20
P. ACADEMY SCHEDULE.....	21
Q. ACADEMIC SESSION.....	21
R. EMERGENCY WEATHER CONDITIONS	22
S. ACADEMY GOVERNANCE	22
T. ACCESS TO CLASSIFIED INFORMATION.....	23
U. SEXUAL HARASSMENT AND NON-DISCRIMINATION.....	23
V. DEAN’S POLICY AND OPERATING MEMORANDUMS (DPOMS)	24
III. FACULTY SELECTION, APPOINTMENT, PROMOTION, DEVELOPMENT, AND TERMINATION	25
A. INTRODUCTION	25
B. FACULTY SELECTION.....	25
C. ACADEMIC RANK	26
D. TOUR AND APPOINTMENT LENGTHS	27
E. PROMOTIONS.	28
F. PROFESSIONAL DEVELOPMENT AND EVALUATION	29
G. FACULTY PAY	30
H. TERMINATION AND NON-REAPPOINTMENT.....	31
IV. EMPLOYEE BENEFITS.....	35
A. GENERAL.....	35
B. RETIREMENT PLANS	35
C. FEDERAL EMPLOYEES RETIREMENT SYSTEM (FERS)	35
D. THRIFT SAVINGS PLAN (TSP).....	35

<i>E.</i>	OTHER RETIREMENT PLANS	36
<i>F.</i>	DISABILITY BENEFITS FOR CIVILIAN FACULTY.....	36
<i>G.</i>	DEATH BENEFITS.....	36
<i>H.</i>	LIFE INSURANCE.....	37
<i>I.</i>	FEDERAL EMPLOYEES GROUP LIFE INSURANCE PLANS (FEGLI PLANS).....	37
<i>J.</i>	FEDERAL EMPLOYEES HEALTH BENEFITS (FEHB).....	38
<i>K.</i>	LEAVE: ANNUAL	38
<i>L.</i>	LEAVE: SICK.....	39
<i>M.</i>	FAMILY AND MEDICAL LEAVE ACT.....	40
<i>N.</i>	CIVILIAN FACULTY CALLED TO MILITARY SERVICE.	40
<i>O.</i>	LEAVE TRANSFER PROGRAM.	40
<i>P.</i>	LEAVE WITHOUT PAY:	40
<i>Q.</i>	LEAVE FOR PROFESSIONAL DEVELOPMENT/ENRICHMENT.	40
<i>R.</i>	SABBATICALS.	41
<i>W.</i>	HOLIDAYS	42
<i>X.</i>	OVERTIME/COMPENSATORY TIME	42
<i>Y.</i>	EMPLOYEES ASSISTANCE PROGRAM (EAP).....	43
<i>Z.</i>	WORKERS' COMPENSATION PROGRAM	43

I. HISTORY, PURPOSE, MISSION, ORGANIZATION AND FACULTY

A. West Point History

West Point's role in our nation's history dates back to the Revolutionary War, when both sides realized the strategic importance of the commanding plateau on the Hudson River's west bank. General George Washington considered West Point to be the most important strategic position in America. Washington personally selected Thaddeus Kosciuszko, one of the heroes of Saratoga, to design the fortifications for West Point in 1778, and Washington transferred his headquarters to West Point in 1779. Continental soldiers built forts, batteries and redoubts and extended a 150-ton iron chain across the Hudson to control river traffic. Fortress West Point was never captured by the British, despite Benedict Arnold's treason, making West Point the oldest continuously occupied military post in America.

Several soldiers and legislators, including Washington, Knox, Hamilton, and John Adams, desiring to eliminate America's wartime reliance on foreign engineers and artillerymen, urged the creation of an institution devoted to the arts and sciences of warfare. In 1802, President Thomas Jefferson signed legislation establishing the United States Military Academy. He took this action after ensuring that those attending the Academy would be representative of a democratic society.

Colonel Sylvanus Thayer, the "father of the Military Academy," served as Superintendent from 1817-1833. He upgraded academic standards, instilled military discipline, and emphasized honorable conduct. Aware of our young nation's need for engineers, Thayer made civil engineering the foundation of the curriculum. As such, USMA graduates were largely responsible for the construction of the bulk of the nation's early railway lines, bridges, harbors, and roads.

After gaining experience and national recognition during the Mexican and Indian wars, West Point graduates dominated the highest ranks on both sides during the Civil War. Academy graduates, headed by generals such as Grant, Lee, Sherman, and Jackson, set high standards of military leadership for both the North and South.

The development of other technical schools in the post-Civil War period allowed West Point to broaden its curriculum beyond a strict civil engineering focus. Following the creation of Army post-graduate command and staff schools, the Military Academy came to be viewed as the first step in a continuing Army education.

In World War I, Academy graduates again distinguished themselves on the battlefield. After the war, Superintendent Douglas MacArthur sought to diversify the academic curriculum. In recognition of the intense physical demands of modern warfare, MacArthur pushed for major changes in the physical fitness and intramural athletic programs. "Every cadet an athlete" became an important goal. Additionally, the cadet management of the Honor System, long an unofficial tradition, was formalized with the creation of the Cadet Honor Committee.

Eisenhower, MacArthur, Bradley, Arnold, Clark, Patton, Stilwell, and Wainwright were among a long and impressive array of Academy graduates who met the challenge of leadership in World War II. The postwar period again saw sweeping revisions to the West Point curriculum resulting from the dramatic developments in science and technology, the increasing need to understand other cultures, and the rising level of general education in the Army.

The Cold War era was punctuated by conflict in Korea and Vietnam. USMA graduates such as Wainwright, Westmoreland, Abrams, and Rogers continued West Point's tradition of leadership in wartime. As the focus of conflict shifted in the post-Cold War era, a new generation of graduates such as Vuono, Schwarzkopf, McCaffrey, and Abizaid were called upon to face new challenges in Bosnia, Serbia, Somalia, Afghanistan, and Iraq. The legacy of leadership in war continues into West Point's third century.

In concert with the increasing role of minorities and women in society and the military over the past three decades, greater numbers of minorities and the first women were brought to the Military Academy and the Corps of Cadets. Their presence has enhanced the quality and maintained the traditional representative nature of the institution.

Traditionally, all cadets received an identical education during their four years, a fully stipulated program without either majors or electives. However, in recent decades, the Academy's curricular structure was markedly changed to permit cadets to major in any one of more than forty fields, including a wide range of subjects from the sciences to the humanities. The U.S. Military Academy is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools. Its graduates are awarded a Bachelor of Science degree and a commission as a second lieutenant in the U.S. Army, serving a minimum of five years on active duty.

As the Academy celebrated its bicentennial in 2002, the institution continued to ensure that all programs and policies support the needs of the Army and nation now as well as in the foreseeable future. The Academy, with its long and noble history, remains an energetic, vibrant institution that attracts some of the nation's best and brightest young men and women. It offers a challenging and comprehensive array of opportunities while retaining its enduring commitment to Duty, Honor, and Country.

B. Purpose and Mission

Since its founding in 1802, the purpose of the United States Military Academy has been to provide the nation with leaders of character who serve the common defense. Today, the Academy's mission is To educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country; and prepared for a career of professional excellence and service to the nation as an officer in the United States Army. This mission distinguishes the Academy from other institutions of higher learning. The West Point experience provides more than a superb education; it also offers a demanding four-year program in moral-ethical, physical, and military professional development. Thus, the life of a cadet is a disciplined, military experience with relatively little time left for many of the freedoms normally available to college students. The Cadet Leader Development

System (CLDS), described in a separate document, provides the operational guidance for the integration of these varied aspects of the USMA experience, <http://www-internal.usma.edu/opa/clds/clds.htm>,

C. Organization

1. The **Superintendent**, a lieutenant general who reports to the Army's Deputy Chief of Staff (G1), directs the U.S. Military Academy. The Superintendent has the following principal assistants:

- Commandant of Cadets
- Dean of the Academic Board
- Department Heads
- Director of Admissions
- Director of Intercollegiate Athletics
- Commandant/Dean of the U.S. Military Academy Preparatory School
- USMA Chief of Staff
- Garrison Commander

(a) The **Commandant of Cadets**, a brigadier general, commands the United States Corps of Cadets (USCC) and directs the Military and Physical Programs. The Commandant serves at West Point for a limited duration tour normally running eighteen months to two years. The administration of the Corps of Cadets is accomplished under the guidance of the commissioned and non-commissioned officers on his staff, as well as cadet leaders. The Commandant is assisted by the Brigade Tactical Officer (BTO) who leads the Brigade Tactical Department (BTD), the Director of Physical Education (also known as the Master of the Sword), the Director of Military Instruction, and the USCC Chief of Staff. The Commandant is also responsible for the Center for the Professional Military Ethic.

(b) The **Dean of the Academic Board** (hereinafter Dean), a Permanent Professor in the grade of brigadier general, appointed by the President of the United States, with the advice and consent of the Senate, directs the Academic Program through thirteen academic department heads. West Point's academic departments include Behavioral Sciences and Leadership; Chemistry and Life Science; Civil and Mechanical Engineering; Electrical Engineering and Computer Science; English; Foreign Languages; Geography and Environmental Engineering; History; Law; Mathematical Sciences; Physics; Social Sciences, and Systems Engineering.

The Dean is also responsible for the USMA Library, archives, registrar, Center for Enhanced Performance, the Center for Teaching Excellence, and the Center for the Advancement of Leader Development and Organizational Learning. The Dean has several principal staff assistants: the Vice Dean for Education, Vice Dean for Resources, and five associate deans—Academic Affairs, Academic Research, Information and Educational Technology, Operations and Registrar, and Plans and Resources.

(c) **Department Heads** are appointed by the President with the advice and consent of the Senate. They are responsible for implementing the Academic Program within their departments to accomplish the mission of the Academy, the operations of their departments, the development of their faculty, directing departmental administration, planning undergraduate instruction in core and elective courses, supervising directors of major programs, overseeing financial and physical resources, teaching cadets, and implementing Academy Policies within their areas of responsibility.

(d) The **Director of Admissions**, a statutory position filled by a colonel, directs West Point's admissions activities.

(e) The **Director of Intercollegiate Athletics**, a senior civilian, is the Superintendent's primary assistant for the Military Academy's intercollegiate athletics program and the head of the Army Athletic Association.

(f) The **Commandant/Dean, U.S. Military Academy Preparatory School** (USMAPS), is an Academy Professor who directs the activities of the USMAPS located at Fort Monmouth, New Jersey. The Preparatory School offers a 10-month college preparatory experience for select candidates to prepare them for admission to and success at West Point.

(g) The **USMA Chief of Staff** is a colonel who coordinates the activities of the Superintendent's staff, including resource management, alumni affairs, civilian and military personnel management, the USMA Chaplain, the Chief Information Officer, public affairs, operations and security, policy planning, institutional research, and the Staff Judge Advocate.

(h) The **Garrison Commander** is the Superintendent's principal executive in matters of installation management and community affairs. The Garrison Commander is a senior military officer, usually a colonel, who devotes special attention to improving the effectiveness, efficiency, responsiveness and quality of support and services provided to all elements of the Military Academy.

2. **Boards and Standing Committees:** A number of boards and standing committees at the Military Academy advise on matters of a specialized nature. In addition, *ad hoc* committees are formed as required. Faculty members serve on some of these bodies.

(a) **Board of Visitors** is designated by Title 10, U.S. Code to inquire into the state of morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other appropriate matters. The Board consists of four members of the U.S. Senate, five members of the U.S. House of Representatives, and six at-large members appointed by the President of the United States. The Board submits an annual report elaborating on its views and recommendations to the President of the United States.

(b) **Academic Board**, chaired by the Dean and presided over by the Superintendent, prescribes policies concerning the criteria for admission and the course of instruction, and acts on all cases of academic, physical, and military deficiency, subject to Department of the Army policy. In addition to the Superintendent and the Dean, the Academic Board's members are the

Commandant of Cadets, the thirteen academic department heads, the Director of Physical Education, the Director of Intercollegiate Athletics, the Director of Admissions, and the Director of Military Instruction.

(c) **Leader Team** is the Command Group consisting of the Superintendent, Commandant, Dean, USMA Chief of Staff, and others as designated. This group integrates the three developmental programs—academic, military, and physical—at the level of policy, process, and resource allocation.

(d) **General Committee**, chaired by the Dean, advises the Dean on all matters pertaining to the Academic Program. Its members include both Vice-Deans, all department heads, the Director of Physical Education, the Director of Military Instruction, and the USCC Chief of Staff.

(e) **Faculty Council**, chaired by the Dean, provides a forum for the Superintendent to obtain faculty views on academic issues and an opportunity for faculty members to bring academic matters of interest or concern to the attention of the USMA leadership (see Section II, para S. 1).

3. **USMA Regulation 10-1, USMA Organization**, provides additional details on the organizational structure of the U.S. Military Academy and outlines functions and responsibilities for each component.

D. The USMA Faculty Model

1. **The Blend of Excellence.** The U.S. Military Academy enjoys a committed faculty with diverse backgrounds and experiences who are uniquely able to inspire the education and development of its cadets. The Academic Program is led by a combination of senior military officers and experienced civilian educators who provide strong connections to the higher education community as well as the long-term stability and focus vital in a highly connected and interdisciplinary academic program. The largest segment of the faculty is the rotating faculty: successful, mid-career military officers, with recent military leadership experience and masters degrees from the nation's top graduate programs.

The charter description of faculty roles and responsibilities can be found in *The Blend of Excellence*, the Department of Defense publication created in response to the congressional directive to expand the size of the civilian faculty at the USMA:

An integrated faculty is required—one in which military and civilian members play synergistic roles. No less important, all faculty must be devoted to core institutional values of integrity, excellence, selfless service, and a commitment to the development of the whole person. Even so, distinctive roles of military and civilian faculty can be identified. Military faculty not only must be competent in their disciplines, but also must preserve and exemplify officership. The civilian faculties not only must be competent in their disciplines, but also must be adept at educational innovation, and be abreast of educational advances. Furthermore, the civilian faculty will be

*expected to participate in the full spectrum of academy programs, to include providing leadership for curricular and extracurricular activities of the students, and participating in academic governance....The faculties can act in unity, but not identically—a blend of excellence.*¹

2. The Military Academy's Commitment to Faculty Fairness and Equity

The Military Academy clearly has the responsibility to ensure that all faculty members are treated fairly and equitably relative to professionals in the same career field, and as much as reasonable, relative to other faculty at USMA. For example, military and civilian faculty at USMA have the same standards across the five domains concerning academic promotion to assistant, associate, and full professor. Where direct equality between USMA military and civilian faculty is not reasonable, the institution's goal is equity between USMA civilian faculty and civilian faculty at comparable civilian institutions. To the extent appropriate, fairness and equity with respect to Title 10 faculty members' rights, privileges, and benefits should be benchmarked against Title 10 faculty at other institutions and professors at appropriate colleges and universities.

West Point recognizes and celebrates the differences in the careers, commitments, and laws governing our faculty groups and abstains from actions that exacerbate differences. When the laws that created different privileges and benefits among our faculty groups are deemed to be unfair and produce unreasonable inequities, then actions should be taken to change the law.

The West Point faculty contributes to the accomplishment of the mission of the Military Academy through the faculty domains of teaching, scholarship, service, cadet development, and faculty development. Although the Dean and Department Heads are statutory military faculty members, all faculty members are expected to participate in the leadership of the Academic Program in formal leadership positions such as deputy department head, course director, committee chair, program director, Dean's staff, and as informal mentors, advisors and counselors of cadets and junior faculty across the many activities of the Academy's programs.

USMA faculty serve under the Dean in the thirteen academic departments and in the Office of the Dean, and under the Commandant in the Department of Physical Education (DPE) and the Department of Military Instruction (DMI). Authority for the establishment of the USMA faculty lies in Title 10, U.S. Code and Regulations, USMA, Sections 4331 and 4333.

The USMA faculty consists of three primary categories: senior military officers, rotating military officers, and civilian faculty members.

3. Senior Military Faculty. Nearly eighteen percent of the USMA faculty are senior military officers. These seasoned military professionals provide effective leadership for the Academic Program. Stabilized military faculty members contribute to the formulation of USMA's curriculum, methods of instruction and academic standards required for graduation; guide and mentor faculty development, professionalism and academic accomplishment; maintain academic currency by research, writing, and involvement with professional education or

¹ Department of Defense, Office of the Assistant Secretary of Defense (Force Management and Personnel), *A Blend of Excellence: Military - Civilian Faculty Mix at the Service Academies* (Washington, D.C.: Department of Defense, April 1993), 2.

academic specialty organizations; maintain military professional currency in a variety of ways including operational TDYs with Army troop units and conducting outreach activities in support of the Army.

(a) **Corps of Professors**, (Professors, USMA; PUSMAs), provide the senior academic, military, and administrative leadership and continuity for the USMA's Academic Program. They are successful and experienced military officers and outstanding educators with doctorates in one of the academic areas offered at USMA. The office and number of PUSMAs is established under Section 4333, Title 10, U.S.C. The President appoints PUSMAs with the advice and consent of the Senate. Presently, twenty-three PUSMAs are authorized at West Point to serve as the Academy's Dean of the Academic Board, Vice Dean for Education, Department Heads of the academic departments and the Department of Physical Education, and other positions determined by the Dean. These faculty members are Regular Army officers holding the ranks of brigadier general (the Dean), colonel, or lieutenant colonel. Unlike other Army officers, they are authorized by law to serve on active duty until they are sixty-four years of age.

(b) **Academy Professors**. Academy Professors hold a discipline-specific functional area designation in FA47 and serve extended tours at USMA, in accordance with Chapter 4, Regulations, USMA and Department of the Army Pamphlet 600-3. Typically, these officers have earned a doctorate or equivalent terminal degree. Once appointed, Academy Professors are expected to serve at USMA until retirement. These officers serve as a critical link between the Military Academy's senior academic leaders and the junior faculty and staff.

4. **Rotating military faculty**. The bulk of the rotating faculty, which makes up over half of the USMA faculty, is comprised of officers serving in the US Army. By virtue of their recent company-grade leadership experience in the Army, the rotating military faculty serve as military role models for cadets. Their very recent graduate degrees also constitute a valuable resource for the institution. These officers serve two- to three-year tours at West Point after the completion of their advanced degrees. At the end of their USMA tours, they return to their service to continue their careers in their military specialties. Currently, in addition to Army officers, USMA is also authorized Air Force, Marine Corps, and Navy officers. USMA is authorized exchange officers from other countries, currently one each from the Mexican, German, Brazilian, and British militaries. These officers are usually assigned in the Department of Foreign Languages and provide language and cross-cultural education to cadets and faculty alike.

5. **Civilian faculty**. Civilian faculty bring additional diverse perspectives, provide specialized knowledge of their disciplines, enrich the curriculum, and expand instructional methodology. Civilian faculty also play crucial roles in Military Academy governance, as bridges between departments, and as public ambassadors of the Military Academy in scholarly forums. Senior civilian faculty members add disciplinary depth, institutional knowledge, and experience with educational innovation. Civilian faculty members at USMA are categorized by either the statutory authority or the hiring mechanism associated with the positions. These categories include Title 10 faculty, Distinguished Visiting Professors, and Endowed Chairs. A select few faculty are at West Point under NRC Fellowships and DPE internships.

(a) **Title 10 faculty.** Public Law 102-484, Section 523 and Section 4331, Title 10, U.S.C. authorize the Secretary of the Army to employ civilian faculty at USMA. While most are hired as USMA employees on term appointments under Title 5, a few are employees of other institutions and join the USMA faculty under the Intergovernmental Personnel Act (IPA) of 1970. Presently, the Military Academy is authorized over one hundred civilian faculty who serve in all academic departments, the Department of Physical Education, and on the Dean's staff. These faculty members bring to the Military Academy exceptional competence in their respective disciplines, as well as innovative thinking in education.

(b) **Distinguished Visiting Professors.** USMA's Visiting Professor (VP) program was established in 1976 based on a recommendation made by the Department of Defense Committee on Excellence in Education. There are eight positions authorized by the VP program, seven visiting professors and a Foreign Service Officer (FSO). The FSO serves in the Department of Social Sciences while the remaining VP positions rotate among the other departments. In addition, there are Visiting Scientists and Researchers from governmental laboratories who provide enhanced expertise in their respective disciplines. The VP program enables USMA to bring renowned academicians to the Military Academy to expose cadets and faculty to new concepts in specific disciplines and improve ties with other academic institutions.

(c) **Endowed Chairs.** Since the early 1990s, the Association of Graduates (AOG) and USMA have sought to enhance the Academic Program through endowed chairs. These named professorships enable USMA to enrich its faculty with exceptionally skilled professors, known for professional achievement, extraordinary teaching, research, and faculty mentoring. Professors holding endowed chairs may come from the USMA faculty or from sources outside USMA.

6. Professor Emeritus. The honorary title of Professor Emeritus may be granted in recognition for distinguished academic service. The Professor Emeritus status is conferred by the Superintendent upon nomination by the Department Head, review by the Faculty Credentials and Promotions Committee, recommendation by the Dean or Commandant, and approval by the Academic Board. A Professor Emeritus may receive office space, as well as technical, administrative, and office support from the nominating department -- when resources permit.

7. Adjunct Professors. An adjunct faculty appointment is a non-statutory position based in a gratuitous service agreement between USMA and the individual faculty member. An adjunct appointment is for a fixed term up to a maximum of three years, and may be renewed. The approval authority of the adjunct faculty member's academic rank is the same as for other Title 10 faculty.

8. Protocol Equivalence between Civilian and Military Faculty.

(a) **General.** As is true in other organizations within the Army, there is an established professional protocol or relationship between military and civilians that has been established to facilitate mission accomplishment and clarify the chain-of-command. USMA has adopted this military-civilian protocol to ensure that faculty and cadets clearly understand the

lines of authority and responsibility. It should be noted, however, that frequently an individual who by established protocol standards would be more senior than another would be operationally working for that junior person. An example could be that the junior individual could be serving in the position of “course director” and the more senior individual might be assigned as an instructor in that course under the “supervision” of the “course director.” In all such cases, the appropriate professional respect and courtesies will be extended.

(b) **Military-Civilian Protocol** (etiquette). While is impossible to enumerate the protocol in all situations, the following military-civilian protocol will be used as a guideline within the Dean’s MAD (Major Activity or Directorate):

- (1) Colonels and Full Professors
- (2) Lieutenant Colonels and Associate Professors
- (3) Majors and Assistant Professors
- (4) Captains and Instructors

II. USMA FACULTY POLICIES AND REGULATIONS

A. Regulations

The United States Military Academy is more than a college; it is a professional school for military leaders. To accomplish its mission, the Military Academy must establish a consistent, integrated, disciplined environment that will prepare cadets morally, mentally, and physically to be professional officers in the U.S. Army. Military discipline, appearance, and courtesy are essential elements of every activity at the Military Academy, including teaching in the classroom. Hence, all USMA faculty members are expected to be committed to the professional development of cadets. This expectation requires faculty to familiarize themselves with and actively enforce Army and USMA regulations.

B. The Cadet Honor Code

A Cadet will not lie, cheat, steal, or tolerate those who do.

The Honor Code is the minimum standard of ethical behavior that every cadet is expected to meet. One of the Military Academy's goals is to nurture an abiding commitment to moral principles with emphasis on integrity as one of the key foundations of ethical behavior. Faculty members must fully support the Cadet Honor Code and its application to academics and all other facets of the cadet experience. Faculty members are expected to adhere to the Code in their professional conduct and promote a bond of mutual trust among all teachers and cadets. Faculty members, like others in the Military Academy community, are obliged to report suspected honor violations, provide information for honor investigations, and, if called upon, serve as witnesses at honor hearings. Substantiated honor violations are subject to review and recommendation for disposition by the Superintendent; they may result in separation of the offender from the Corps of Cadets upon the final decision of the Secretary of the Army.

C. Chain of Command

As with other military organizations, the chain of command is used at the U.S. Military Academy. The chain of command for individual faculty members in academic departments leads through the immediate supervisor, Department Head, the Dean, and to the Superintendent. For faculty in the Departments of Physical Education and Military Instruction, the chain of command is the immediate supervisor, Department Head, the Commandant, and the Superintendent. Under normal circumstances, faculty members should use their chain of command to resolve problems, raise issues, and provide feedback to the Academy's senior leadership. Faculty members may, if they wish, arrange appointments directly with the Dean, Commandant, and Superintendent, while keeping their department chain of command informed of their actions.

D. Duties And Obligations of Faculty Members

USMA faculty members contribute in five general domains: teaching, scholarship, service, cadet development, and faculty development.

1. Above all, effective teaching is the primary obligation of each member of the USMA faculty. Additionally, scholarly pursuits, such as research and professional writing, are essential activities for the vitality of the faculty. Furthermore, all faculty members are expected to contribute to cadet development and service. Service can be broadly interpreted to include community, Army, and the nation. Outside the classroom, faculty are involved in cadet development through academic extracurricular activities, military training, sports teams, and clubs. Service might involve participation in Military Academy governance or the activities of professional societies and organizations. Finally, due to USMA's comparatively large number of junior faculty, the more senior faculty are responsible for developing junior faculty into effective teachers, guiding scholarly pursuits, and mentoring their professional development.

2. All faculty should expect to contribute to the Military Academy through teaching, scholarship, community and institutional service, and junior faculty development. Senior faculty are expected to contribute to their departments in leadership and administrative roles that historically have been limited to the senior military faculty. Through sharing of the leadership requirements of the department, which include governance and special committee representation, the senior faculty distribute the work over the largest number of people allowing each department to utilize their considerable human resources to the greatest advantage.

E. Academic Freedom

1. The United States Military Academy subscribes to the 1940 Statement of Principles with 1970 Interpretive Comments of the American Association of University Professors in regard to professors' academic freedom. As the Statement of Principles of the AAUP notes, in part, "Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher... or the institution as a whole. The common good depends upon the free search for truth and its free exposition. Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights."

2. Academic Freedom Advisory Committee. The Superintendent will appoint a committee to review cases involving alleged violations of academic freedom pertaining to faculty. The Chair of the committee will be elected by members of the committee, will serve for three years, and will rotate between civilian and military faculty members. Committee membership will be composed of faculty representatives from the major activity directorates of the Dean and Commandant. Members will be military and civilian associate professors and full professors. Department heads, members of the Dean's staff, or members of the Commandant's staff will not be appointed to this committee. Members will serve for three years. After completing its review in accordance with operating procedures established by the committee and approved by the Academic Board, the committee will make its recommendations to the Superintendent, the Dean, or the Commandant, as appropriate.

3. Human Subjects. Faculty members must coordinate research involving human subjects with the USMA Office of Institutional Research and the USMA Committee for Use of Human Subjects. Use of human subjects will be in accordance with AR 70-25 and DODD 3216.2.

F. Scholarly Activities

The Academy's policy is to promote and maintain an environment in which research and scholarly activities contribute to the professional growth of faculty and cadets. While teaching remains the principal activity of our faculty, the Military Academy expects faculty members to conduct research, publish scholarly articles and books, and participate in conferences of learned societies. On a limited basis, academic departments provide support for conference participation. Research activities may be supported by the Military Academy, Army activities, or other outside agencies or may be developed by faculty members on an individual basis. The Academic Research Division is responsible to the Dean for facilitating and stimulating academic research activities.

G. Standards of Ethical Conduct

As employees of the Executive Branch, USMA faculty members must respect and adhere to the principles of ethical conduct prescribed by Executive Order, statutes, and the implementing regulations of the Office of Government Ethics and the Department of Defense. The philosophy of these rules is simple: those in federal service must maintain the public trust and confidence in the integrity of government and government employees. The rules accomplish this goal, in part, through establishing limits on the use of government resources (including duty time and equipment, for private purposes) and through avoiding conflicts that may arise between personal interests and government interests. Areas with which faculty should be familiar include:

- protection and conservation of government property,
- activities on behalf of non-governmental associations and organizations whose aims are incompatible with those of the government,
- exploitation of positions for personal profit,
- outside employment which may or may not constitute a conflict of interest, and
- prohibitions against solicitation for individual or program support.

The *Standards of Ethical Conduct for Employees of the Executive Branch*, related regulations, and DOD supplementation and guidance are in the *Joint Ethics Regulation* (JER) (DOD 5500.7-R). The JER can be reviewed on line at www.web7.whs.osd.mil/corres.htm. Employees new to the Executive Branch must receive at least a one-hour orientation concerning these rules. In addition, all faculty members who file Confidential Financial Disclosure Reports (SF 450) or Public Financial Disclosure Reports (SF 278) must receive annual ethics training. Faculty members should ensure that they are familiar at least with chapter 2 and chapter 3 of the JER.

If USMA faculty members are directed to produce textual materials or software as part of their official duties, or a faculty member uses official time and resources to develop textual materials

or software, their work is in the public domain and no private entitlement to copyright is available. If there is no official duty to write, and faculty members produce or create materials, of whatever kind, then they possess the copyrights, trademarks, patents, and other ownership interests to their materials and a right to all royalties for their materials subject to time and equipment restrictions imposed by the Joint Ethics Regulations (JER). Compensation for activities such as outside teaching, professional practice, and consulting is permitted as well, as long as faculty members satisfy their duties and there is no conflict with official duties. Faculty members may not, however, receive compensation for any speaking, teaching, and writing if the activity relates to their official duties. See 5 C.F.R., Section 2635.807 in Chapter 2 of the JER, for definitions of “relates to official duties” and “compensation.” Faculty members who file Confidential Financial Disclosure Reports (SF 450) or Public Financial Disclosure Reports (SF 278) must obtain written approval from the Dean before engaging in business activity or compensated activity with a prohibited source. Faculty in a pay or non-pay status may use their government office, equipment, computer, clerical personnel, and supplies for official purposes, scholarly research, writing and publication relating to their academic duties. They may not, however, use government offices, clerical personnel, equipment, or supplies for private gain. Faculty using funds, equipment or support obtained from non-governmental sources, to include grants and unrestricted gift funds from the Association of Graduates, must ensure they understand the regulations governing the acquisition and use of these resources.

Ethics Counselors (ECs), Office of the Staff Judge Advocate at USMA, are appointed to assist faculty members with the *Standards of Ethical Conduct* and the JER. They provide the initial ethics orientation for new faculty and subsequent annual training and will assist individual faculty members and their offices with specific issues by providing oral advice and written opinions. Faculty members are encouraged to consult an EC on standards of conduct issues, especially when they plan to receive compensation for any speaking, teaching, or writing.

H. Additional Employment

A faculty member’s primary duties are with the U.S. Military Academy. Faculty members may engage in outside employment at any time so long as they fulfill their duties at the U.S. Military Academy. Outside employment must not interfere with these duties, and faculty members will communicate their intentions to their department heads prior to committing to outside employment. Military faculty must request permission, through the chain of command to the Dean, for all outside employment. SF450 filers must follow the same rules as military faculty. Advice concerning outside employment is available through the Office of the Staff Judge Advocate.

I. Professional Travel

The Academy has limited funds available to sponsor attendance of faculty members at professional meetings and related scholarly activities. The academic departments administer funds to support senior military and Title 10 faculty travel. The Plans and Resources Division provides limited support for rotating faculty members to present papers at selected conferences. When funded by USMA, faculty members will travel under official orders in accordance with Department of Defense regulations. When travel expenses are paid by the sponsoring agency, all faculty members will submit a request to the USMA Ethics counselor for review before

accepting non-official funding.

All official travel must be arranged using the government's contracted travel agent. Common carrier transportation is the rule; bus or rail for short trips, coach-class air transportation for longer trips. Self-driven government vehicles are often available for shorter trips. When determined to be advantageous to the government, the approving authority may authorize reimbursable travel by privately owned automobiles. The approving authority may direct faculty members to use a specific mode of transportation and/or government facilities when traveling at government expense.

J. Attendance at Academic Functions

The Academy expects members of the faculty to attend faculty meetings, training sessions, and designated briefings and to take part in academic convocations.

K. Extracurricular Activities

Extracurricular activities are an integral part of cadet development. Along with classroom activities, extracurricular activities are a primary venue for cadet development. Faculty members are expected to participate in, and are encouraged to give the fullest possible support to, the Military Academy's sports program and other cadet extracurricular activities. Faculty support is also appropriate at the many traditional and ceremonial activities that mark important events in cadets' lives, such as parades, branch selection, Ring Weekend and graduation festivities.

L. Faculty-Cadet Relationships

Interactions between faculty and cadets outside the classroom that promote mutual understanding and respect are strongly encouraged. Such interaction may include attendance at Military Academy athletic and social events, service as a faculty representative for a team or club, or participation in the cadet sponsorship program. The relationships between faculty and cadets arising from these interactions should be friendly, but they must not diminish the faculty member's position as academic leader and role model. While social and professional interactions are encouraged, faculty members may not date or have physical contact of an intimate or sexual nature with cadets.

In their out-of-class social encounters with faculty, cadets must observe numerous regulations concerning uniform and clothing, limitation of hours, use of alcohol, operating motor vehicles, geographic restrictions, and other specific restraints. Faculty members do not have the authority to excuse cadets from observing these rules and must aid the cadets in complying. Faculty members should be generally aware of the limitations; however, cadets are responsible for knowing the rules and bringing them to the attention of faculty, as necessary. For further information on these regulations, see *USCC SOP*, http://www-internal.uscc.usma.edu/sacsp/usccsop/newsopAug2002/sop_contents.htm.

Typically, faculty members may dine with cadets and host cadets in their homes, providing the conditions of these social occasions meet the requirements of cadet regulations. Faculty may not ask or hire cadets to do personal services, such as babysitting. One adult member of the household must always be present when a cadet is in a faculty home.

M. Dress and Appearance

Faculty members should present a neat and professional appearance in the classroom and during their work hours at the Military Academy. The normal duty uniform for military faculty is prescribed by the Dean of the Academic Board or the Commandant for respective departments. Department heads may change the duty uniform for special events, such as Class As for the first day of class or the Battle Dress Uniform (BDU) prior to sporting competitions with the other service academies.

Civilian faculty members should maintain neat and professional standards of grooming and attire, dressing at a level of formality equivalent to the uniform for the occasion. The civilian equivalent to the “Class B” duty uniform is a dress shirt (long or short sleeve) and comparable attire for women. The “Class A” uniform is more formal, equivalent to a civilian suit or jacket and tie. When the military duty uniform is Battle Dress Uniform (BDU), civilians may wear casual attire conducive to promoting the warrior spirit of the Military Academy.

N. Academic Assignment

Teaching loads are determined by Department Heads. The usual teaching assignment for all faculty members is between six and fifteen classroom contact hours per week. In some disciplines, the number of contact hours is greater. Periodically, classes are taught on Saturday. Since core courses are the foundation of the USMA’s Academic Program, all faculty members may be required to teach these courses for their department.

In addition to performing classroom duties, faculty members must share academic administration responsibilities, work on committees, appear at academic functions, and be available to cadets for academic assistance. The latter is known as ‘additional instruction’ or ‘AI’ and is arranged by the instructor and cadet at a mutually convenient time, within limitations of the Academy Schedule. Department heads may also assign faculty members duty as academic counselors. One of a faculty member’s most important responsibilities, academic counseling, requires regular meetings with cadets to guide them in the selection and pursuit of their academic and USMA programs.

Faculty work load is a combination of teaching and other responsibilities. Senior faculty typically teach less than junior faculty because of increased administrative and developmental responsibilities of senior faculty.

All members of the faculty are encouraged to serve as officer representatives (ORs) for any of the twenty-five cadet intercollegiate athletic teams and over one hundred extracurricular clubs that include competitive clubs teams, individual competitive sports, as well as hobby, academic, support, and religious clubs.

O. Faculty Hours

The varied duties of the USMA faculty require flexible work schedules. Classroom requirements usually occur during the day, but many other activities, such as club meetings and lectures, take place in the evening. Attendance at conferences may require many hours of travel and other work for many consecutive days, including weekends and holidays. Faculty work includes, but is not limited to, grading, reading, writing, analysis, and researching and may, thus, be conducted at any location and time, including during the summer months. Thus, the time and place in which faculty members conduct their work activities is left to the responsible discretion of the faculty member, subject to specific mission requirements as determined by the Department Head. The phrase “responsible discretion” implies the faculty member’s responsibility to remain in contact with, and responsive to, the department chain of command while working outside of the department area. The intent of this provision is for flexibility to be the norm so long as mission requirements and accountability are ensured.

P. Academy Schedule

Activities at the Military Academy are organized around the Academy Schedule, details of which may be found in *USMA Regulation 1-1*. The purpose of the Academy Schedule is to allocate and protect cadet time so that cadets have the opportunity to achieve excellence in accomplishing their many mission-essential tasks and to participate in authorized activities. The Academy Schedule stipulates cadets’ daily and weekly routines. More importantly, it identifies those activities that *cannot* take place during certain periods of time. Faculty must familiarize themselves with the Academy Schedule and ensure they adhere to its requirements when scheduling events with cadets.

A key component of the Academy Schedule is ‘Cadet Time,’ which is time reserved for individual cadet use only. If a cadet is not scheduled for an authorized activity, that period becomes Cadet Time. During Cadet Time, cadets may study, use the library or computer facilities, or attend to chain-of-command duties. On a cadet-initiated and selected appointment basis, cadets may receive AI as well as accomplish other academic activities. No other activity involving cadet participation or attendance may be mandated during unscheduled time that reverts to Cadet Time.

Q. Academic Session

The Academy Schedule divides the year into terms: three academic terms and one military training term:

1. The **Fall academic semester** begins mid-August during Reorganization Week and concludes with Term-End Examinations (TEEs) just prior to Winter Leave.
2. The **Spring academic semester** begins in January and concludes with TEEs in May.
3. The third academic term begins immediately following spring term end examinations and is known as the **Summer Term Program (STP)**. During this term, cadets may make up courses failed during the previous year or may take additional courses for their academic

program. STP is usually conducted during June.

4. **Military Summer Training**, begins on Graduation Day, except for those cadets enrolled in STP and concludes at the end of Reorganization Week. During this term, cadet activities focus on military training. Training takes place both at West Point and at military bases around the world. During the summer term, upper-class cadets may also participate in Individual Advanced Development opportunities. Faculty members not supporting military training spend their summers preparing for and participating in faculty development workshops, revising courses, programs and curriculum, and doing research and outreach to the Army.

During their first year, most faculty will have a twelve-month academic session. This year begins with department-run faculty development workshops during their first summer at the USMA. These workshops introduce incoming faculty to the unique characteristics of the Military Academy's Academic Program and enable all participating faculty to further develop their teaching skills. In-coming faculty should contact their department regarding the workshop schedule so they may plan their arrival at West Point. Civilian faculty are in a paid status for twelve months every year, unless on unpaid sabbatical or some other approved unpaid status.

R. Emergency Weather Conditions

The United States Military Academy remains open during adverse weather conditions. Faculty members with teaching responsibilities are critical to operations and are designated as emergency personnel. As such, they must make a valid attempt to reach or remain at the teaching site, *providing they can do so without hazard to themselves or others*. Supervisors may excuse absences due to emergency weather conditions if the command has made a decision to implement code red. During the winter months, faculty members commuting to West Point should be prepared to remain at the Academy overnight or make arrangements to cover their classes. Additional details regarding emergency weather conditions can be found in DPOM 1-3, *Operations During Hazardous Weather Conditions and Methods of Notification*.

S. Academy Governance

The Academy expects faculty members to participate in the governance of academic affairs at USMA through participation in appropriate standing and *ad hoc* committees. Critical faculty committees are:

1. **Faculty Council**. Chaired by the Dean, the Faculty Council provides a forum for the Superintendent to obtain faculty views on academic issues and an opportunity for faculty members to bring academic matters of interest or concern to the attention of the USMA leadership. Professors and associate professors are voting members of the Faculty Council. The members of each academic department may elect four assistant professors or instructors to be additional voting representatives to the Faculty Council. All faculty members are encouraged to attend and participate in Faculty Council meetings, which take place on the first Tuesday following the first Monday of every month, September through May, from 1600 to 1730. The Faculty Council endeavors to ensure subcommittee membership is balanced across departments and academic ranks. Standing Faculty Council subcommittees include Nominating, Ethics, Teaching, Diversity, Faculty Development, Library, Laboratory Resources, and Academic

Excellence.

2. **Faculty Credentials and Promotion Committee.** The Faculty Credentials and Promotion Committee provides counsel to the Dean in reaching final decisions on academic promotion and is composed of associate and full professors from across the Academy. The Committee shall consist of an equal number of civilian and military professors and, in addition, one chairperson appointed by the Dean to serve for a term of three years.

3. **Curriculum Committee.** The Curriculum Committee will consist of the number of a faculty members deemed appropriate by the Dean. The voting members come from the senior faculty and will include both military and civilian faculty. The committee generally meets once per week during the school year to consider curricular change proposals submitted by the academic departments, DMI, and DPE.

T. Access To Classified Information

Some USMA positions require access to classified information. Department heads will advise applicants that they must be able to obtain the necessary security clearance upon selection. Upon appointment of a faculty member, the department head shall initiate the background investigation by notifying the Security Officer, Directorate of Operations, Plans and Security (DOPS).

U. Sexual Harassment and Non-Discrimination

1. Sexual harassment is not tolerated at the United States Military Academy (see USMA Policy Memo on Sexual Harassment). Prevention of sexual harassment is the responsibility of every faculty member and supervisor. If sexual harassment is observed or experienced, the faculty member may confront the person responsible for the harassment. If it continues or if the faculty member thinks personal confrontation is not advisable, the complainant can report the conduct to his/her chain of command, unit equal opportunity representative, or the Equal Employment Opportunity Office (for civilian) or Equal Opportunity Office (for military).

2. While all faculty members are encouraged to report violations of equal opportunity policies and regulations (see USMA Policy Memo on Equal Opportunity) to their chain of command first, they are not required to do so. They may instead contact other agencies or offices listed below:

- (a) Equal Employment Opportunity Office or Equal Opportunity Office
- (b) Inspector General
- (c) Staff Judge Advocate
- (d) Chaplain
- (e) Housing Division, Department of Public Works
- (f) Medical Facilities
- (g) Military Police/Criminal Investigation Division

V. Dean's Policy And Operating Memorandums (DPOMs)

All faculty members are expected to familiarize themselves with and observe the policies and procedures established in the Dean's Policy and Operating Memorandums (DPOMs). The DPOMs contain detailed guidance about teaching at the Military Academy and administration of the Academic Program and courses. DPOM subjects include grading procedures, class and extracurricular cadet trips, curriculum, counseling, scheduling, facilities, textual materials, library service, sabbaticals, faculty selection, and fund procedures. All of the DPOMs are accessible through the Dean's Web Page. All new faculty members should become familiar with the DPOMs.

III. FACULTY SELECTION, APPOINTMENT, PROMOTION, DEVELOPMENT, AND TERMINATION

A. Introduction

The Blend of Excellence represented by the USMA faculty is based on the expectation that the Military Academy's faculty will be selected from among the nation's best military officers and civilian professional educators. Further, these individuals will provide the measure of professional and academic excellence needed to maintain the Military Academy's academic standing among American colleges and universities. The contributions of individual faculty members are evaluated by various means. The guidelines and principles outlined below are a framework for evaluating and rewarding faculty academic contributions and are presented in greater detail in DPOM 5-3. Supervisors and department heads counsel and evaluate faculty annually on their contributions to teaching, research, and service and provide written recommendations concerning promotion and rewards. The Faculty Credentials and Promotion Committee provides counsel to the Dean in reaching final decisions on academic promotion.

B. Faculty Selection

1. **General.** Faculty selection at the USMA seeks to recruit well qualified, diverse faculty members based on their professional qualifications and academic record. Three distinct processes are used to acquire civilian, rotating military, and senior military faculty. The procedures and guidelines for each of these processes are detailed in the following DPOMs: DPOM 3-1, Procedures for Selecting Senior Military Academic Faculty Members; DPOM 3-10, *USMA Military Faculty Recruiting*; and, DPOM 3-19, *USMA Civilian Faculty Selection and Hiring* (To be published).

2. **Rotating Military Faculty.** Department heads are responsible for the identification, recruiting, selection, and graduate schooling of their rotating military faculty. Departments must coordinate their actions with the PRD and AG to nominate and gain approval for military faculty assignments, as well as to acquire advanced civil schooling allocations at the appropriate graduate school.

3. **Senior Military Faculty.** PUSMA and Academy Professor selections are accomplished by Academy-level search committees initiated by the Superintendent, in the case of PUSMAs, or the Dean, in the case of Academy Professors. Advertisements for these positions are normally included in general education and military publications, as well as the USMA web site. Advertisements should state specific requirements as well as general preferences for the candidates. Applicants selected to be interviewed may make a scholarly presentation to the faculty of the department in which the officer will serve. Selection committees screen applicants, conduct interviews, and forward recommendations to the Dean or Superintendent, as appropriate. The Academy Professor selection committee is chaired by a PUSMA from another department and must have one senior faculty representative from the department in which the selected officer will serve as well as other military and civilian faculty

members as determined by the Dean. PUSMA committees are chaired by a department head from another department, must have a representative from the Department of the Army, senior military members of the Academy faculty and staff, and should include at least one senior civilian faculty. The selection process includes a review of qualified applicant files by external consultants, where possible with no former association with West Point. The Academic Board approves Academy Professor selections. All PUSMA selections are appointed by the President of the United States and confirmed by the U. S. Senate.

4. **Civilian Faculty.** Department heads are responsible for recruiting and selecting their civilian faculty. To ensure broad dissemination of the opportunities available at USMA, advertisements for these positions are normally included in general education and discipline-specific publications. Departments should advertise for specific disciplinary expertise, where possible, to ensure that candidates meet department requirements. Applicants selected to be interviewed may make a scholarly presentation to the department. Departments establish qualified and representative selection committees to screen, interview, and recommend candidates to the department head. Selection committees should include several civilian faculty members and at least one senior military faculty member from the department. In consultation with the committee, the department head selects new hires. The Dean approves civilian faculty selections up to assistant professor as does the Commandant for DPE civilian faculty selections. The Academic Board recommends initial appointment rank, and the Superintendent appoints faculty members to the ranks of associate professor or professor.

C. **Academic Rank**

Academic titles reflect academic qualifications and denote academic rank, not duty position. The Military Academy normally uses the following academic titles: Professor, Associate Professor, Assistant Professor, and Instructor. Academy Professor, PUSMA, and Department Head are not academic titles but are military duty positions. Military members of the faculty will hold both a military and academic rank. Civilian faculty members hold an academic rank only, although they may also hold various leadership positions (as noted in II (D) (2) this manual).

Academic appointments will be based on the following general qualifications for each rank. (For specifics, see DPOM 5-3, Academic Titles and Appointment and Promotion Procedures.) The standards for academic rank are the same for both military and civilian faculty members.

1. **Instructor.** General qualifications for initial appointment are normally an earned master's degree (or other appropriate preparation for performance of assigned responsibilities) and a strong commitment to outstanding teaching, scholarly achievement, and service to the Military Academy.

2. **Assistant Professor.** General qualifications for appointment to assistant professor include an earned doctorate or equivalent degree and a strong commitment to outstanding teaching, scholarly achievement, and service to the Academy. Instructors who have made significant scholarly contributions beyond the master's degree may be promoted to the rank of

assistant professor.

3. **Associate Professor.** General qualifications for initial appointment as an Associate Professor are normally an earned doctorate or an equivalent degree, approximately six years of outstanding college-level teaching experience, a sustained pattern of scholarship, and evidence of a pattern of involvement in service activities.

4. **Professor.** General qualifications for initial appointment as Professor include an earned doctorate or an equivalent degree, approximately six years of exemplary full-time college-level faculty experience at the rank of associate professor, an established record of scholarship and college-level teaching excellence, and extensive involvement or contribution in service activities. The rank of professor embodies the highest ideals of the Military Academy professoriate.

D. Tour and Appointment Lengths

1. **Military Faculty Tour Lengths.** Military faculty tour lengths are determined by the faculty member's category and are independent of the faculty member's academic rank.

(a) **Rotating Military.** Rotating military faculty members are normally selected for a five-year tour, two years of graduate school followed by a three-year assignment to the Military Academy. Rotating military faculty assigned to the Department of Physical Education are normally selected for a four-year tour, 1 year of graduate school followed by a three-year assignment. A few rotating military faculty are selected for a doctoral program. These officers have an additional year of graduate school before being assigned to the USMA faculty for a three-year period. The tour length policy for rotating faculty members is outlined in a Memorandum of Agreement between the Superintendent, USMA, and the Commander, HRC. Only rarely will one-year extensions be granted based on the needs of the Army and the Academy. All rotating faculty are expected to fulfill any active-duty service obligation (ADSO) accruing from USMA-sponsored graduate schooling at assignments following their West Point tour. In some cases, senior officers who have previously served as rotating faculty may return for a second tour as rotating faculty. These second tour rotating faculty members normally return to West Point with a doctorate degree.

(b) **Academy Professors.** Academy Professors are competitively selected to serve at the Academy for the remainder of their military career, following completion of their Ph.D. Selection is based on exemplary military performance and the potential for academic excellence as determined by completed master's level education and performance as a college-level instructor, typically at USMA. Academy Professors are normally chosen after 15 years of military service. Lieutenant colonels may serve until their twenty-eighth year of service while colonels must retire after their thirtieth year of service.

(c) **Professors, USMA.** As with Academy Professors, PUSMAs are also competitively selected to serve at the Academy for the remainder of their military career, at the academic rank appropriate for their achievement, as determined by the Faculty Credentials and Promotions Committee. PUSMA service is governed by statute that authorizes active duty service until sixty-four years of age.

2. **Civilian Faculty Appointment Lengths.** Civilian faculty appointment lengths are determined by rank and teaching experience. Each initial appointment at USMA includes a one-year trial period. The trial year is the first year of employment; in that period, civilian faculty members must demonstrate their qualifications and fitness for duty. They are evaluated for their performance in the position and adherence to standards for public service, which include high integrity, maturity, good work habits, respect, and a willingness to learn and improve.

(a) **Instructor.** The initial appointment is for no more than three years. An instructor not promoted to a higher academic rank by the end of six years of service at USMA will be reappointed in the same rank only in exceptional cases deemed appropriate by the department head and the Dean or Commandant.

(b) **Assistant Professor.** The initial appointment is normally three years. The maximum length of appointment is normally six years, based on two three-year appointments. An assistant professor who by the end of six years of service at USMA in that rank has not been promoted to the rank of associate professor will not normally be reappointed. Assistant professors not being considered for reappointment will be notified at the start of the first academic day of the faculty member's last academic year of appointment.

(c) **Associate Professor and Professors.** Associate professors are normally appointed for six years. Professors are normally appointed for six to ten years. There is no mandatory retirement age.

(d) **Non-Renewable Appointments.** Some USMA faculty positions are of limited duration and, as such, do not provide the opportunity for promotion or reappointment. These appointments are usually for three years. Applicants for such positions will be so advised in writing at the time of their appointment.

E. Promotions.

1. **General.** Academic promotions at the USMA are consistently accomplished based on two sets of criteria: academic criteria established in DPOM 5-3, Academic Titles and Appointment and Promotion Procedures, and resource availability. Academic promotion criteria are identical for military and civilian faculty members. Qualifications for promotion to the senior faculty include evidence of excellence across the five faculty domains of teaching, scholarship, faculty development, cadet development, and service, as well as external letters of evaluation from disinterested experts. Faculty members are encouraged to maintain and submit their teaching portfolios for consideration during the promotion process. Since academic promotion of military faculty entails no resource commitment, the number of military faculty

who may be appointed to the senior ranks is not restricted by resources. The academic promotion of civilian faculty does entail resource commitment. The Dean or Commandant determines the number of authorized positions for civilian faculty based on available resources (authorizations/funding). In cases where a promotion is approved but funding is not available, civilian faculty members will be granted the new academic rank without the concomitant salary increase until such time that funding becomes available. The salary will not be retroactive.

2. **Assistant Professor.** The department head nominates and the Dean or Commandant approves an individual for promotion to Assistant Professor. Heads of departments should forward nominations for promotion or initial appointment to the Dean or Commandant by 15 January to permit promotions and appointments to become effective by the start of the fall semester each year.

3. **Associate Professor.** The department head nominates, the Faculty Credentials and Promotion Committee reviews, and the Dean or Commandant recommends an individual for initial appointment or promotion. The Academic Board exercises approval authority. Heads of departments forward nominations for promotion to Associate Professor through the Dean or Commandant to the Faculty Credentials and Promotion Committee by 15 January to permit promotions to become effective by the start of the fall semester each year.

4. **Professor.** The department head nominates, the Faculty Credentials and Promotion Committee reviews, and the Dean or Commandant recommends an individual for initial appointment or promotion. The Academic Board exercises approval authority. Heads of departments should forward nominations for promotion through the Dean or Commandant to the Faculty Credentials and Promotion Committee by 15 January to permit promotions and appointments to become effective by the start of the fall semester each year.

F. Professional Development and Evaluation

1. **Military.** Military professional development is generally governed by DA Pam 600-3, which outlines the officer qualification requirements (primarily assignments and schooling) for each military rank, branch, and career field. In addition, officers should establish a detailed professional development plan focusing on the five USMA domains of teaching, scholarship, service, cadet development, and faculty development. The rated officer and rating officer should agree on the initial development plan as part of the initial counseling required by the Officer Evaluation Report (OER) system. The plan should address not only the present rating period, but should also consider long range development opportunities with respect to the expected duration of the officer's assignment to USMA. The officer and rater should revise and update the plan during the required OER quarterly counseling sessions. The plan should address each of the domains as appropriate to the officer's current academic rank and the requirements for promotion to the next higher academic rank. Evaluations should generally consider progress in the established development plan as a significant component of the evaluation. OER system administrative requirements are governed by the OER system as locally implemented.

(a) In addition to their OERs, Academy Professors receive periodic performance reviews by the department head. The performance review is focused on the officer's professional development plan. The first performance review takes place after three years service on the faculty at USMA. After six years of service, if the Academy Professor is promoted to Associate Professor, he or she will be reviewed every six years thereafter; if he or she is not promoted, he or she will be reviewed annually to encourage professional development in the five domains.

(b) PUSMAs are subject to five-year performance reviews (after 30 years of service) by the Secretary of the Army.

2. **Civilian.** Civilian professional development is governed by a detailed professional development plan focusing on the five USMA domains (teaching, scholarship, faculty development, cadet development, and service). In the personnel system, this plan is called the Individual Development Plan. The plan emphasizes discussion and joint decisions by the faculty member and the rater, with input from mentor(s), on the specific developmental experiences necessary to fulfill the mutual goals of individual career development and organizational enhancement. Each plan is uniquely tailored to the needs of the individual. The civilian faculty and rater should revise and update the plan as required.

In addition to the plan, a yearly evaluation is required for each faculty member. As with the OER system for military officers, the civilian faculty member and rater should establish the yearly objectives at the beginning of the rating period. The Dean's staff manages the civilian faculty evaluation system.

G. Faculty Pay

1. **Military Pay:** Active duty military pay is governed by the Department of Defense common table of pay and allowances. Active duty military members receive a standard base pay determined by military rank and total years of military service. Those members not living in government housing also receive a basic allowance for housing, the amount determined by the member's military rank and duty station zip code. In addition, special pay may be available depending on special qualifications (medical professionals, flight rated pilots, etc.)

2. Civilian Pay

(a) **Salary Schedule.** The Director of Civilian Personnel, Assistant Secretary of the Army (Manpower and Reserve Affairs) determines the salary schedule for Title 10 civilian faculty members, including the administrative faculty. This salary schedule is modified on a comparative basis with changes Congress authorizes for Federal employees paid under the Classification Act. The term *academic rank* on the schedule refers to the academic grade of an individual, and the term *step* refers to the salary level within the academic rank. The salary

schedule is published separately each year.

(b) **Salary Step.** The Dean or Commandant determines the salary step for appointments of their faculty, while the Dean determines the salary step for all administrative faculty. The *Oklahoma State University Faculty Salary Survey* will provide the standard against which USMA faculty salaries will be compared. Such factors as the availability of funds, the academic discipline, and the faculty member's experience, education, and prior professional achievement provide the basis for initial step determination. A promotion in academic rank normally results in a salary adjustment equivalent to two steps above current salary, if funding is available. Specific decisions are made on a case-by-case basis using the same criteria and conditions as stated above for initial pay setting.

(c) **Payment.** Faculty members receive 100 percent of their annual rate of pay during the twelve-month academic session in biweekly increments. When faculty members are in a non-pay status, USMA covers their life insurance, but they are responsible for reimbursing for their portion of the health insurance. No other benefits are covered during the non-paid time. Government service is continuous for retirement; thus, faculty members are credited for a full year of government service for each full year they work. Time cards are a required administrative mechanism used to initiate payment, not as a means to log faculty work hours.

(d) **Cost-of-Living Pay Increases.** The Title 10 faculty salary schedule may be modified on a comparative basis, with changes authorized by the Congress for cost of living. Headquarters, DA will make pay adjustments to the Title 10 salary schedule on the same basis as those increases made to the General Schedule salary schedule.

(e) **Merit Step Increases.** Department heads may recommend merit step increases for up to one-half of their assigned Title 10 civilian faculty each year, subject to the availability of funds. When the number of Title 10 civilian faculty assigned to a department is not a multiple of two, the number of recommendations the department head may submit can be rounded up, but the total number of recommendations over a two-year period should not exceed the number of Title 10 civilian faculty assigned to the department. Recommendations for merit step increases may be limited to one salary step. Recommendations for merit step increases for Title 10 civilian faculty will be submitted for approval by memorandum to the Commandant or through the Office of the Dean, ATTN: PRD, to the Dean no later than 1 August each year. Upon approval, an electronic SF52b should be submitted NLT 1 September, specifying action requested as "Pay Adjustment" and in remarks specify "Merit Step Increase."

(f) **Salary Adjustments.** Each year, an extensive review of faculty salaries is conducted by the office of the Dean. Based on these studies and available resources, selected faculty members may have their salaries adjusted upward to better reflect the contributions these individuals make to the department, the Academy, or to the discipline. Faculty may at any time request a review of their salary through PRD.

H. Termination and non-reappointment

1. **General:** Termination, in this manual, means removal of the individual prior to the end of the appointment. Non-reappointment is self-explanatory. While this manual explains the goals of the process, when there is a conflict between this manual and current Code of Federal Regulations (CFR), the CFR prevails.

2. **Military Faculty.** Termination of military faculty members will be handled in accordance with appropriate military personnel regulations.

3. **Civilian Faculty.** Associate professors and professors are subject to termination only for misconduct, financial exigency, or substantial modification of a program, and non-reappointment only for adequate cause. To justify termination or non-reappointment, USMA bears the burden of proof by clear and convincing evidence. This burden of proof is internal only, and has no bearing on or precedential value to any external review agencies. Assistant professors are subject to termination on the same termination grounds, but their reappointments are based on applicable reappointment standards for assistant professors and not subject to committee review.

(a) **Misconduct.** Termination based on misconduct will be determined on a case-by-case basis.

(b) **Financial exigency or substantial change to a program.** The grounds for termination based on financial exigency or substantial change to a program are based on the generally accepted standards of the academic profession. When a professor's appointment is terminated because of financial exigency, the position of the terminated professor will not be filled by a replacement within a period of two years, unless the terminated professor has been offered reappointment and a reasonable time within which to accept or decline the position. In the event of a substantial change to a program, USMA shall make a *bona fide* attempt to relocate a professor elsewhere within USMA at the professor's salary and rank or, at the professor's request, any other Title 10 position for which the professor is qualified.

(c) **Adequate cause:** The grounds for non-reappointment for adequate cause are continuing and substantial neglect of duties and responsibilities of the academic position and profession, including the duty to maintain levels of skill and information and to provide courses and instruction and contributions that meet the academic standards of the professor's discipline.

I. Due Process and the Review Committee: Civilian Faculty Members.

1. **General.** All parties should attempt to resolve disputes through the chain of command within departments. Although not required to do so, and in addition to the rights noted in the Faculty Manual, every faculty member has the right to present complaints to the chain of command, to the USMA Inspector General, who operates outside the USMA chain of command, as well as to any other appropriate federal body.

2. **Terminations for misconduct:** The Dean has responsibility for terminations for misconduct. The Dean, in writing, shall notify the affected faculty member of the Dean's

intention to terminate the faculty member and will detail the circumstances justifying termination. The faculty member may request a meeting with the Dean and thereafter request an appeal of the Dean's decision to the Superintendent. The decision of the Superintendent shall be final. The faculty member has no obligation to appeal any decision, in which event the decision not appealed shall be final 30 days after served on the professor. A termination for misconduct shall take effect immediately upon a final decision.

3. **Terminations** for financial exigency and substantial change to a program: The Dean will notify the Civilian Personnel Advisory Center of the need to abolish positions for the following reasons: financial exigency or substantial change to a program . The CPAC will process the abolish action in accordance with the provisions of 5 CFR 351. Terminations for financial exigency and substantial change of a program shall normally take effect at the end the academic year or nine months after notification, whichever is later. Any appeal actions will adhere to the rules established by the Merit Systems Protection Board.

4. **Non-reappointment** for adequate cause. The procedure for processing any decision not to recommend reappointment for associate or full professors for adequate cause is as follows.

(a) **General.** Prior to recommending non-reappointment, department heads should consult with the associate professors and professors in their departments. Any departmental recommendation or other decision in regard to non-reappointment will be submitted to the Review Committee (noted below) for consideration unless the affected professor, in a written statement, declines a review. The department head recommending non-reappointment will detail the reasons for non-reappointment in writing and present them to the affected professor not later than June 15th of the last year of the appointment term.

(b) **Review Committee.** Each academic department and the Department of Physical Education shall select two senior professors, at least one of whom shall be civilian, who shall serve on the Review Committee at large for a period of two years or until a successor has been selected, whichever is later. On each individual case, the Review Committee shall be composed of seven of these professors (at least four of whom shall be civilian), who shall be selected by the Dean. The committee members will elect the chairperson. The Review Committee may request the assistance of any faculty member to serve as an advisor(s), who may be present at all times.

(c) **Hearings.** The affected professor shall be entitled to a hearing at which he or she may present evidence, call witnesses, question witnesses, and make arguments to the committee members. The party proposing the adverse action against the professor has the burden of proving each claim by clear and convincing evidence. This burden of proof is internal only, and has no bearing on or precedential value to any external review agencies. The proceedings need not conform to the rules of evidence. The Chair of the committee, or any designated committee member, may rule on disputed matters so as to expedite the hearing. The hearing shall be informal and closed, unless the affected faculty member waives this provision in writing, in which case the hearing shall be open only to USMA faculty. The deliberations of the committee shall be attended by only the members of the committee and, if the committee wishes, an advisor.

(d) **Recommendation of the Review Committee.** The Committee members shall make recommendations by a majority vote. Within ten days of the hearing, the Committee shall transmit to the Dean a summary of the evidence, the facts as it finds them, and a recommendation of appropriate action, all of which shall be in writing. Any committee member may transmit a dissenting viewpoint. The Dean shall give considerable weight to the recommendation of the Review Committee.

(e) **Decision of the Dean.** The Dean's decision shall be final subject to an appeal. The faculty member may accept the Dean's decision or appeal it to the Superintendent. The decision of the Superintendent shall be final. The faculty member has no obligation to appeal any decision, in which event the decision not appealed shall be final 30 days after served on the professor. The professor's position will end at the appointment period.

(f) **Administrative Faculty and Assistant Professors.** The above due process procedures for non-reappointment do not apply to the administrative faculty on the Dean's staff or to assistant professors. Administrative faculty and assistant professors will be notified by the Dean that their appointments will not be renewed in a timely manner. The Dean's decision shall be final subject to an appeal. The faculty member may appeal the Dean's decision to the Superintendent. The decision of the Superintendent will be final. An appeal must be made within thirty days of notification.

IV. EMPLOYEE BENEFITS

A. General

The information in this section provides general information regarding employee benefits for the USMA Title 10 civilian and military faculty and is up to date at the time of printing. Visiting professors and other faculty hired under the Intergovernmental Personnel Act receive most of their benefits from their home institution, rather than the USMA. Faculty should contact the appropriate personnel management office for the most current information on employee benefits. Civilian faculty should contact the Civilian Personnel Advisory Center. Military faculty should contact the Adjutant General.

B. Retirement Plans

1. Civilian faculty members who entered Federal Service on or after 1 January 1984, or who reentered Federal Service on or after 1 January 1984 with a break of more than 365 days and have less than five years covered civilian service are covered by the Federal Employee Retirement System (FERS). Employees who have more than five years of covered civilian service and a break of more than 365 days are covered under the Civil Service Retirement Systems (CSRS) offset. Any CSRS Federal employee being re-employed with less than a one-year break in service remains in CSRS. Individuals in the Offset or CSRS have six months from the date of appointment to elect to transfer to the FERS. The considerable majority of the civilian faculty are covered by FERS. The few civilian faculty members that are covered by CSRS can find information about CSRS at www.opm.gov/retire. Participation in the Thrift Savings Plan, disability benefits, and death benefits are also different for CSRS faculty than for FERS faculty. The CSRS benefits have not been included in this manual. They can be found at www.opm.gov.

2. There are currently four methods to compute non-disability military retire pay. The method used depends on when the individual first entered military service. Individuals who entered military service prior to 1980 are eligible to draw 50% of their last year of pay after 20 years of service. Individuals who entered military service prior to 1986 are eligible to draw 50% of their average last three years of pay after 20 years of service. Individuals who entered military service after 1986 are eligible to draw 40% of their average last three years of pay after 20 years of service until age 62 when the retired pay increases to 50%; this system is called REDUX. In 2000, the REDUX was repealed with a grandfather clause. Individuals may receive a one time \$30000 retention bonus to remain under REDUX. In all cases, benefits are not vested, i.e., if the soldier leaves service prior to the 20th year, there is no retirement pay.

C. Federal Employees Retirement System (FERS)

FERS is a three-tier civilian employee plan that includes Social Security, a FERS annuity, and a Thrift Savings Plan (TSP). FERS-covered employees pay the full 6.2% Social Security tax, 1.2% FERS deduction, and 1.45% Medicare Tax. More detail about the Federal Employee Retirement System can be found at www.opm.gov/retire.

D. Thrift Savings Plan (TSP)

1. Civilian: This is an optional, defined benefit plan permitting FERS-covered employees to contribute up to 15 percent² of salary (subject to a specified IRS limit) to a tax-deferred savings plan. The government automatically contributes one percent of the FERS employee's base pay whether or not the employee contributes to the plan. The government also matches the employee contributions up to a maximum total contribution of five percent of salary.

2. Military: This is an optional, defined benefit plan permitting FERS-covered employees to contribute up to 10 percent³ of salary (up to a specified IRS limit) to a tax-deferred savings plan. There are no government matching contributions.

3. A new employee can contribute to the plan as soon as the job begins. Contributions may be terminated at any time.

4. Employees may elect to invest in several investment funds. The funds differ in the type of investment and amount of risk involved. Employees may currently choose from five investment funds. Interfund transfers can be made daily. For complete information on TSP see www.tsp.gov.

E. Other Retirement Plans

USMA does not participate in other retirement plans, such as TIAA-CREF. Faculty transferring from other academic institutions may retain their retirement plans under their former employer's regulations, but no matching contributions can be made by the Federal government. Contributions to these plans must be made from post-tax dollars.

F. Disability Benefits for Civilian Faculty

To be eligible for disability benefits, a FERS employee's disabling condition must be expected to last at least one year and he or she must have at least 18 months of creditable civilian service. In the first year, benefits equal to 60 percent of the employee's "high-three" average pay minus 100 percent of any Social Security disability benefits to which he or she is entitled. After the first year and until age 62, if the employee does not qualify for Social Security disability benefits, his or her benefit will be 40 percent of the high-three average pay. If the employee does qualify for Social Security benefits, the disability benefit will be reduced by 60 percent of the initial Social Security benefit to which he or she is entitled. The resulting total will equal at least be 40 percent of the high-three average pay plus 40 percent of the Social Security disability benefits. The disability benefit is recomputed when the employee reaches age 62 and the employee then received the annuity he or she would have received if he or she had worked to age 62.

G. Death Benefits

² This percentage is periodically changed. See a CPAC representative or go to the TSP www page for current maximum percentage contribution.

³ This percentage is periodically changed. See a DFAS representative or go to the TSP www page for current maximum percentage contribution.

1. **Civilian faculty:** If a FERS faculty member is married, has worked for the Federal government for 18 months, and dies while an active employee, the spouse receives: a lump sum payment equaling \$23,387 (for 2005); plus the higher of one half the employee's annual pay rate at death or one half the employee's high-three average pay. If the faculty member had ten years of service, the spouse also receives an annuity equaling 50 percent of the accrued basic retirement benefit. These benefits are paid in addition to any Social Security, group life insurance or savings plan survivor benefits. Children up to age 18 (up to age 22, if full-time students or at any age if the child becomes disabled before age 18) receive annuities, the amount of which depends on the number of children and whether the children are orphaned. This annuity is reduced dollar for dollar by any Social Security children's benefits that may be payable.

2. **Military faculty.** The death gratuity payment is \$12,000, of which \$3,000 is taxable income. The VA (Veterans Administration) will grant a monthly allowance to a surviving spouse who has not remarried and additional monthly allowances for surviving children up to age 18 (23 if in college). The amount varies depending on the reason for the death – service connected or non-service connected.

H. Life Insurance

1. **Military Faculty.** Military faculty are eligible to participate in term Serviceman's Group Life Insurance (SGLI) up to \$400,000. Officers desiring to change their SGLI coverage should contact the AG.

2. **Civilian Faculty.** Civilian faculty who are federal employees are eligible to participate in the Federal Employees Group Life Insurance (FEGLI), group term insurance. Participation in this program at the basic level is automatic unless the employee waives coverage. A waiver cannot be canceled for at least one year, at which time the employee must produce evidence of insurability. If an employee elects FEGLI coverage, the coverage may be canceled at any time at a later date. An employee has 31 days from the day he or she becomes FEGLI-eligible to elect additional options without evidence of insurability.

I. Federal Employees Group Life Insurance Plans (FEGLI Plans)

The FEGLI plans available are:

1. **Basic Life.** Coverage is equal to a faculty member's annual basic pay, rounded to the next \$1,000, plus \$2,000. There is an accidental death and dismemberment benefit equal to the amount of basic insurance. There is also an extra benefit for employees under the age 45. This extra benefit doubles the amount of life insurance payable if an employee is age 35 or younger. Beginning on an employee's 36th birthday, the extra benefit decreases 10 percent each year until, at age 45, there is no extra benefit. Both the accidental death and dismemberment benefit and extra benefit are at no cost to the employee. An employee must be enrolled in basic life insurance to elect any of the options. A choice to not elect any of the options is considered a waiver of the options. The rules covering when and how option choices can be changed are

somewhat complicated. Complete details can be found at www.opm.gov/insure.

2. **Option A.** The standard is \$10,000 life insurance with accidental death and dismemberment coverage. Cost is based on the employee's age with premiums increasing as one ages.

3. **Option B.** Additional life insurance coverage is equal to one, two, three, four or five times the annual basic pay rounded to the next higher \$1,000. Cost is based on age.

4. **Option C.** Family life insurance coverage is available in up to 5 multiples. Each multiple equals \$5,000 for the employee's spouse and \$2,500 for each child. Cost is based on the employee's age and premiums are paid via payroll deduction for whatever life insurance is elected. Coverage may be canceled or options decreased at any time. Options increases may be made under certain circumstances.

J. Federal Employees Health Benefits (FEHB)

1. **Civilian.** The Federal Employees Health Benefits Program is a voluntary program, partly paid for by the government. Employees have 60 days from the date they first become eligible for coverage to enroll. If they do not enroll at their first opportunity, they might not have another opportunity until the next open season, which normally begins the middle of November and goes through the first week of December. Employees must have been enrolled in FEHB for five years immediately prior to or from earliest eligibility immediately prior to retirement to carry coverage into retirement.

(a) **Open Season.** The Office of Personnel Management normally provides an open season from the second Monday in November and goes through the second Monday of December. During this time, any employee who is eligible to participate in the program may enroll. Employees and annuitants already enrolled may change plans, options, or type of enrollment. Employees may cancel enrollment or change from a family plan to a self-only plan at any time.

(b) **Former Spouses.** In addition, certain former spouses of civil service employees, former employees, and annuitants may qualify to enroll in a health benefits plan. Temporary continuation of FEHB coverage is available to employees and families of employees who are voluntarily or involuntarily separated from government service or lose coverage as a result of changes in employment or family members' status.

2. **Military.** TRICARE, the military health benefit plan, offers eligible family members a choice of three health care options, Prime, Extra, and Standard for seeking care under the TRICARE program. Each option has different cost-sharing features and degrees of freedom for using civilian providers. TRICARE Prime allows the service members and their family to use military facilities on a space-available basis at no extra cost.

K. Leave: Annual

Annual leave is time off from work for vacation, personal reasons, or emergency purposes that has been approved by the faculty member's supervisor. Department heads have the authority and responsibility to determine when faculty members may take annual leave. Leaves must be approved in advance and they must be taken when they will not interfere with the ongoing work of the department. Leave may be taken in conjunction with temporary duty when faculty plan to combine personal business with attendance at a conference or research site. Faculty members should submit requests for leave as far in advance as possible and should consult with their department heads to schedule leave for the most mutually advantageous time.

1. **Military faculty** earn two and a half days of leave each month and may carry a balance of sixty days over to the next fiscal year. Requests for leave should be routed through the supervisor to the Leave Clerk, 1/1st Infantry Battalion. Military faculty may sign in and out on leave either in person or by calling the Leave Clerk or Staff Duty NCO at the battalion. Leave includes weekends and holidays if the service member is away from the West Point area.

2. **Civilian faculty** earn leave during each full biweekly pay period while in a paid status or in a combination of a paid and non-paid status. Leave is not earned during pay periods the individual is not in a paid status. The amount of leave earned each period is based on the faculty member's length of service:

<u>Length of Service</u>	<u>Amount earned</u>
0-less than 3 years	4 hrs/biweekly pay period
3-15 years	6 hrs/biweekly pay period
Over 15 years	8 hrs/biweekly pay period

(a) Part-time faculty earn leave on a pro-rated basis. Prior Federal civilian service and/or honorable active military service is creditable for leave accrual purposes, unless retired regular military. The Civilian Personnel Advisory Center can explain what active military service is allowable.

(b) Civilian faculty may carry up to 240 hours (30 days) of accumulated leave from one calendar year to the next. Annual leave beyond 240 hours will normally be lost if not used before the end of the leave year.

L. Leave: Sick

The supervisor grants sick leave when a faculty member is incapacitated for duty because of sickness or injury or when the faculty member is absent for medical, dental or optical examination or treatment. Faculty members are expected to schedule routine sick leave use with their department head and to minimize their absence from teaching duties.

1. **Military faculty** do not accrue sick leave but are granted time off for illness, injury or appointments as needed and/or when approved by their physician.

2. **Civilian faculty** earn sick leave at the rate of four hours per biweekly pay period, or thirteen days per year. There is no cap on accumulation of sick leave. Sick leave is accrued only

while in a paid status. In addition, Civilian faculty members are entitled to the additional sick leave benefit provided to all federal employees under the provisions of the Federal Employees Family Friendly Leave Act, PL 103-388. This benefit includes the use of up to 40 hours of the employee's accrued sick leave in order to care for family members who are ill or to arrange and attend funerals for family members. It also allows requests for the use of an additional 64 hours of sick leave for these purposes if this does not cause the employee's own accumulated sick leave to drop below 80 hours.

M. Family and Medical Leave Act.

1. **Civilian:** Civilian faculty members (male and female) are entitled to family and medical leave benefits provided to all federal employees under the provisions of Public Law 103-3. These include up to 12 weeks of unpaid leave without pay (LWOP), during any twelve month period for the birth of a child and care of a newborn; the placement of a child with the faculty member for adoption or foster care; the care of a spouse, child or parent with a serious health condition; or a serious health condition of the employee. To be eligible, the faculty member must have completed at least one year of civilian service with the government. The entitlement under this program is for LWOP but an employee who has accrued leave may replace LWOP with paid sick or annual leave.

2. **Military:** Following pregnancy, female military faculty normally receive up to 6 weeks of leave per doctor's instructions. Male military faculty must use regular leave.

N. Civilian Faculty Called to Military Service. Civilian members of the faculty who are reservists in the armed forces or members of the National Guard are authorized leave to engage in official training. Such leave is not to exceed fifteen calendar days in a fiscal year. Faculty must be in a paid status to receive military leave.

O. Leave Transfer Program. The Voluntary Leave Transfer Program is a program whereby civilian employees may donate portions of their available leave to other employees for medical emergencies. The civilian faculty may fully participate in the program either as donors or recipients. Interested employees must submit a Potential Leave Recipient Application through their supervisor to the Civilian Personnel Advisory Center (CPAC). Employees interested in donating leave may submit a Request to Donate Annual Leave to Leave Recipient directly to the CPAC.

P. Leave without Pay: There are several reasons that permit individuals to request leave without pay. Approval of the leave without pay request may be optional with USMA or mandatory based on government regulations.

Q. Leave For Professional Development/Enrichment. Subject to budgetary and mission limitations, the Military Academy encourages faculty to continue their professional development and enrichment through formal and informal studies. The Dean or Commandant approves faculty sabbatical leaves and other academic absences, as resources and circumstances permit.

R. Sabbaticals. Sabbatical are encouraged to provide a substantial period of intellectual renewal, disciplinary updating, and scholarly concentration to senior faculty. Faculty interested in such must apply IAW DPOM 3-9 and AR 600-8-10. Applicants must present evidence of their intention to use the time for scholarly or professional activities that will advance professional standing, enrich teaching at USMA, and significantly contribute to its mission. The sabbatical program described herein will be phased in upon the signing of this document.

1. All faculty (military and civilian) are permitted a two-semester sabbatical at full pay once 6 years of continuous service has been rendered. Backfill of faculty positions is subject to the availability of funds (for civilian faculty members) or military replacements (for military faculty members). Faculty members are encouraged to seek external funding.

2. Approval for departure is subject to operational requirements of the department. If delayed due to departmental needs, the sabbatical will be granted no later than the end of the 7th year of service. In cases of delayed sabbatical, that year of delay will count toward the next 6 years of service. Additionally, in consultation with the department head, a faculty member may take two non-consecutive semesters for sabbatical.

3. Sabbaticals with pay, for both military and civilian faculty, carries with it an expectation for continued service at USMA for at least the length of time of the sabbatical. Faculty members are considered to have an obligation not to request or accept sabbatical leave if they have no intention to return to serve the USMA at the end of that leave.

4. During periods of financial exigency, it may become necessary for the above described paid sabbatical program to be temporarily suspended. The decision to suspend the program can only be made by the Commandant (DPE or DMI faculty) or by the Dean (all other faculty).

S. Fellowships at Senior Service Colleges. For purposes of currency and critical relationships with Department of Defense personnel and other senior government officials, the Dean will fill fellowship positions at Senior Service Colleges. Senior faculty members are eligible for fellowships at the Army War College, Naval War College National War College, and the Industrial College of the Armed Forces. As a fellow, the faculty member will be both a student and an *ad hoc* member of the college faculty. Faculty members are nominated by their departments for attendance and must be approved by the General Committee, Dean, Superintendent and President of the War College. Attendees receive military education level (MEL) 1 credit upon completion of the fellowship. Attendance will not be considered a sabbatical; however, the year of attendance will not count for or against continuous service at USMA.

T. Academic Absences. Academic absences are usually for periods not to exceed three months and are authorized for specific purposes of limited scope, such as attendance at conventions, conferences, seminars, summer institutes and short courses. Official temporary duty (TDY) or permissive TDY may be authorized depending upon the nature of the activity, within the discretion of the Department Head.

U. (Academic) Leave without Pay. The Dean may grant leave without pay (LWOP) for study and research to civilian members of the faculty when, in the Dean's judgment, such leave would result in the improvement of education at the Military Academy. The number of faculty granted LWOP at any one time is limited to avoid undue interference with the mission of the Military Academy.

V. Training Courses and Tuition Assistance. The Military Academy has limited funds to send faculty to training courses to assist in the conduct of their duties. Requests for such funds should be directed to either the Dean's or Commandant's resource managers, depending upon the faculty member's department. Normally, the USMA does not provide tuition assistance for faculty to attend college and university courses except in the rare circumstances when the course is essential to the specific courses the faculty member will be teaching. Military officers on duty receive tuition aid in accordance with current Army regulations. Faculty members may not attend courses for the sole purpose of obtaining an academic degree.

W. Holidays

Normally, the Military Academy observes ten Federal holidays each year. Unless the mission dictates otherwise, faculty may expect the following holidays. However, prior to making plans, all faculty should verify holiday observances with their department and the Academic Schedule. If required to work on a holiday, civilian faculty will not receive holiday pay for that day⁴.

New Year's Day	1 January
Martin Luther King's Birthday	third Monday in January
Presidents' Day	third Monday in February
Memorial Day	last Monday in May
Independence Day	4 July
Labor Day	first Monday in September
Columbus Day	second Monday in October
Veterans' Day	11 November
Thanksgiving Day	fourth Thursday in November
Christmas Day	25 December

X. Overtime/Compensatory Time Title 10 faculty are not entitled to overtime or compensatory time.

⁴ Under current regulations, Title 10 faculty do receive holiday pay. The regulations are undergoing revision to consistently treat Title 10 faculty as salaried professionals required to be present during all class days without additional pay in the same manner as the military faculty.

Y. Employees Assistance Program (EAP)

1. Short-term counseling and referral services are available to civilian faculty and their immediate families to help deal with stress-related issues; mental and emotional distress; work-related difficulties; alcohol and drug abuse; grief concerns; family, marital, and relationship problems; legal and financial issues; child and spouse abuse; work and family life issues; and coping with elderly relatives. Such problems often affect personal lives and work performance.

2. Initial intake assessment and referral is through USMA EAP. While there is no cost for referrals, employees ARE responsible for the cost of services provided by organizations to which they may be referred. Participation is voluntary and services are confidential. Counselors are not permitted to disclose any information about services provided without the employee's consent. No EAP records are included in the employee personnel file. Appointments may be made directly with the EAP. The telephone number is 938-2462/2912 and the web site address is <http://www.usma.edu/dcfa/ACTIVITY/ADCO/ADCO.HTM>

Z. Workers' Compensation Program

1. Federal civilian employees are eligible for several types of benefits under the provisions of the Federal Employees Compensation Act (FECA): compensation for wage loss, schedule awards, medical and related benefits, vocational rehabilitation services, survivor benefits, and payment for certain burial expenses. The program applies to conditions incurred as a result of an employment-related disease or condition as well as an on-the-job injury, and may be temporary or permanent, partial or total.

2. Once a claim is accepted by the Department of Labor, Office of Workers Compensation Program, compensation for the wage loss will be made for up to 75 percent of the injured employee's salary. However, the injury or disease must be the cause of the absence, and medical documentation must support any absence. This benefit continues for the duration of the injury/disease.