

USMA Regulation 150-3

Procedures for Awarding Academic Titles and Tenure

**Department of the Army
United States Military Academy
West Point, NY 10996-5000
1 May 2023**

UNCLASSIFIED

SUMMARY

USMA REG 150-3

Procedure for Awarding Academic Titles and Tenure

This revision, dated 01 May 2023

- Defines faculty
- Addition of the Senior Lecturer title
- Addition of the Senior Instructor title
- Addition of the Instructor of Military Science and Senior Instructor of Military Science titles
- Describes process for dual department appointments
- Emphasis of involvement in the professional, moral, and ethical development of cadets
- Eliminate the ability to seek academic promotion before the sixth year of service at the current rank.
- Addition of Department Credentialing Memorandum Example

Procedures for Awarding Academic Titles and Tenure

By Order of the United States
Military Academy
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History: This publication is a revision of USMA Reg 150-3 dated 24 February 2022.

Summary: This regulation defines relationships among academic titles, functional area designations, and academic duty positions at the United States Military Academy and establishes general qualifications, guidelines for evaluation, and procedures for

awarding those academic titles. It also describes the eligibility and process for the civilian professors to obtain tenure.

Applicability: USMA Regulation 150-3 applies to all USMA staff and directorates.

Proponent and exception authority: The proponent of this regulation is the Dean of the Academic Board, USMA. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and risk. All waiver

requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through its higher headquarters to the policy proponent. The request must include formal review by the activity's senior legal officer and endorsement by the authorizing official.

Suggested improvements: Users should send comments and suggestions directly to the Chairperson of the Faculty Credentials and Promotions Committee, West Point, NY 10996.

Distribution: This publication is available in electronic media only and is intended for all USMA personnel.

Expiration date of this Regulation: until superseded or rescinded.

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Chapter 1

Purpose

This USMA Regulation defines relationships among academic titles, functional area designations, and academic duty positions at the United States Military Academy and establishes general qualifications, guidelines for evaluation, and procedures for awarding academic titles. It also describes the eligibility and process for civilian professors to obtain tenure as defined below.

Chapter 2

Applicability

The policies and procedures stated in USMA REG 150-3 apply to all departments of instruction: the thirteen academic departments and other activities under the purview of the Dean, the Simon Center for Professional Military Ethic, and the Departments of Military Instruction and Physical Education in matters related to academic credentialing, tenure, and promotion. To be eligible for credentialing as a member of the USMA faculty, an individual must make direct contributions to the USMA teaching mission, are authorized to recommend grades of assigned cadets, and be credentialed by the Professor United States Military Academy (PUSMA) Head of a Department of Instruction, the Vice Dean for Academic Affairs (VDAA) or the Academic Board in accordance with this regulation. The Director of the Department of Military Instruction will recommend, and the Commandant of Cadets approves the appointment of faculty as Instructors of Military Science in accordance with AR 150-1. The credentialing decision is documented annually in a memorandum from the PUSMA Department Head to the VDAA or from the Director of the Department of Military Instruction to the Commandant of Cadets and is based on completion of an appropriate degree or experience, satisfactory completion of a department level certification process, and demonstrated or anticipated contribution to the education component the USMA mission before the start of the academic year. The credentialing memorandum documents faculty who have left the department (by permanent change of station, retirement or resignation), those who are continuing to serve, and those newly credentialed. An example credentialing memorandum is contained in Appendix C. A faculty member may be credentialed in more than one Department of Instruction when the PUSMA Department Head certifies them and includes them in the annual department credentialing memorandum as shown in the example memorandum.

Chapter 3

Functional Area Designations, Academic Titles, and Other Duty Positions

Functional area designations, academic titles, and duty positions have clearly distinct differences that are important for the purposes of credentialing and promotion policies and procedures. Functional area designations do not correspond directly to academic rank. Throughout this regulation the term PUSMA refers to Permanent Professors authorized by Title 10 US Code, Chapter 753, United States Military Academy, Section 7431 (b) (2) and (4).

3-1. Functional Area Designations

Professor, USMA, and Academy Professor are Functional Area 47 designations.

a. Professor, USMA

(1) This Functional Area designation is held by a maximum of twenty-nine officers defined by Title 10 US Code, Chapter 753, United States Military Academy, Section 7431 (b)(2) and (4) who provide senior leadership for the faculty. The Director of Admissions is also a Professor United States Military Academy as defined in Title 10 US Code, Chapter 753, Section 7431 (b)(6) but is not covered by this regulation because the position is not that of a Permanent Professor.

(2) The Superintendent establishes criteria for selection of Professors, USMA, in instructions to *ad hoc* search committees, which serve under the direction of the Dean of the Academic Board. The Academic Board recommends, the Superintendent nominates, Department of the Army approves, and the President appoints with the advice and consent of the US Senate, Professors, USMA. (See DPOM 3-19.)

(3) Upon confirmation by the Senate, a Professor, USMA, is assigned to the PUSMA Branch.

(4) Professors, USMA, occupy the duty positions of Dean of the Academic Board, Vice Dean, Heads and Deputy Heads of academic departments, and Director of Physical Education.

b. Academy Professor

(1) Qualified military faculty on extended assignment to the United States Military Academy are designated as Academy Professors and provide senior leadership at the program or division levels.

(2) The Dean appoints Academy Professor search committees and establishes selection criteria in written instructions to them consistent with AR 150-1 and following the procedures outlined in DPOM 3-20. Search Committees recommend, the Academic Board approves, the Superintendent nominates, and Department of the Army appoints officers as Academy Professors.

(3) Upon appointment, Academy Professors are assigned to Functional Area 47 with an accompanying code identifying their specific staff or department assignment as defined in DA PAM 600-3.

3-2. Academic Titles

Academic titles reflect academic qualifications and denote academic rank, not duty position. The United States Military Academy normally uses the following academic titles: Professor of Discipline, Associate Professor, Assistant Professor, Senior Instructor, Senior Instructor of Military Science, Instructor of Military Science, and Instructor, for faculty members employed under the authority of Title 10 U.S. Code Chapter 753, Section 7438 as defined by USMA Reg 150-2 and for military faculty members. The title of Lecturer and Senior Lecturer are the only academic titles authorized for USMA staff employed in the Competitive Service and who make significant contributions to the teaching mission as described in this regulation. The use of academic titles not described in this regulation is prohibited.

a. Professor of Discipline

(1) Faculty members holding this rank provide leadership to academic programs. Professors have a title corresponding to their doctoral degree or academic experience (e.g., Professor of History, Professor of Civil Engineering, Professor of Organizational Studies). Nominations for the rank of professor will include a recommended title.

(2) The Department Head nominates, the Faculty Credentials and Promotions Committee reviews, and the Dean recommends an individual for initial appointment or promotion to Professor of Discipline. The Academic Board is the approval authority. The Superintendent appoints qualified faculty members to this academic rank and confers the title.

(3) Professors of Discipline may have a permanent appointment (tenure) on an initial appointment to the USMA faculty. Such an initial appointment with tenure is described in USMA Reg 150-2.

b. Associate Professor

(1) The PUSMA Department Head nominates, the Faculty Credentials and Promotions Committee reviews, and the Dean recommends an individual for initial appointment or promotion to Associate Professor. The Academic Board is the approval authority. The academic discipline of the faculty member is not included in this title. The Superintendent appoints qualified faculty members to this academic rank and confers the title.

(2) Civilian faculty members in tenure track positions who are promoted from Assistant Professor to Associate Professor at USMA receive permanent appointments when appointed to Associate Professor (tenure).

(3) Associate Professors may be permanently appointed (tenure) on an initial appointment to USMA. Such a permanent initial appointment (tenure) is described in USMA Reg 150-2.

c. Assistant Professor. The PUSMA Department Head determines qualified faculty members to this academic rank and with an endorsement, the Dean confers the title in accordance with AR 150-1. The nomination and conferment memorandums will clearly indicate whether the faculty member is on the tenure track in accordance with USMA Reg 150-2.

d. Senior Instructor. The PUSMA Department Head nominates, the Vice Dean for Academic Affairs recommends, and Dean promotes qualified faculty members to the academic rank and confers the title. A Senior Instructor is not eligible for permanent appointment (tenure).

e. Instructor. The PUSMA Department Head determines qualified faculty members to this academic rank and with an endorsement, the Dean confers the title. Initial appointments for civilians at this rank are described in USMA Reg 150-2.

f. Instructor of Military Science. The Director of the Department of Military Instruction determines qualified faculty members to this rank and the Commandant of Cadets confers the title in accordance with AR150-1.

g. Senior Instructor of Military Science. The Director of the Department of Military Science nominates, and the Commandant of Cadets promotes qualified individuals to this rank.

h. Lecturer. The academic title of Lecturer is reserved for Department of the Army Civilians, employed under Competitive Service, on the USMA TDA, who contribute to the teaching mission by having responsibility for one or more sections of a course. The staff member is nominated by the PUSMA Head of the Department in which the staff member will teach with an endorsement from the staff member's higher-level reviewer. The Vice Dean of Academic Affairs recommends, and the Dean appoints qualified staff members as Lecturer.

i. Senior Lecturer. The academic title of Senior Lecturer is reserved for experienced Department of the Army Civilians, employed under Competitive Service, on the USMA TDA, who have contributed to the teaching mission by having responsibility for one or more sections of a course for a combined twelve Fall or Spring academic terms, and have a terminal degree in the discipline they are being credentialed to teach. The staff member is nominated by the PUSMA Head of the Department in which the staff member has taught with an endorsement from the staff member's higher-level reviewer. The Vice Dean of Academic Affairs recommends, and the Dean appoints qualified staff members as Senior Lecturer.

3–3. Other Duty Positions and Titles

a. Visiting Professor. Individuals holding the duty position of Visiting Professors are normally accorded the same academic rank at USMA that they hold at their own institution unless specifically modified by job title or the conditions under which they are employed at USMA. When the appointment to Visiting Professor is a faculty member's first academic appointment, the process for awarding academic rank will follow that laid out in paragraph 3–2 above. Individuals who are not from academia will be accorded the academic rank of Visiting Assistant Professor.

b. Endowed Chair. Individuals holding a duty position of endowed chair may be accorded academic rank consistent with established credentialing guidelines and procedures laid out in paragraph 3–2 above.

c. Professor Emeritus or Emerita. The honorary title (non-compensated) of Professor Emeritus or Emerita may be granted in recognition for distinguished academic service at USMA. The title is conferred by the Superintendent upon nomination by the PUSMA Department Head, reviewed by the Faculty Credentials and Promotions Committee, recommended by the Dean, and approved by the Academic Board. The Faculty Credentials and Promotions Committee will use the following criteria in their review. Candidates should normally (i) be retiring from USMA, (ii) have completed 12 or more years of distinguished service to USMA, (iii) have achieved the academic rank of Professor of Discipline, and (iv) have a record of distinguished contributions across the five faculty domains. Exceptions to these criteria will be considered on a case-by-case basis.

d. Office of the Dean. Duty positions within the Office of the Dean include the Dean of the Academic Board, Vice Deans, Associate Deans and Assistant Deans. Titles of Assistant and Associate Dean are established by the Vice Dean for Academic Affairs in accordance with the scope and depth of the administrative responsibilities. Persons serving in positions within the Office of the Dean may hold academic titles if so qualified and appointed under this regulation.

Chapter 4

General Qualifications for Academic Appointment, or Promotion

4–1. Professor of Discipline

General qualifications for initial appointment as Professor of Discipline are normally an earned doctorate or an equivalent degree (LL.M. or J.D.) from an accredited college or university, 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. General qualifications for promotion to Professor of Discipline are based on the criteria and standards specified in Chapter 5 of this regulation.

4–2. Associate Professor

General qualifications for initial appointment as an Associate Professor are normally an earned doctorate or an equivalent degree (LL.M. or J.D.) from an accredited college or university, six years of outstanding full-time college-level teaching experience, a sustained pattern of scholarship, and evidence of a pattern of involvement in service activities. General qualifications for promotion to Associate Professor are based on the criteria and standards specified in Chapter 5 of this regulation.

4-3. Assistant Professor

General qualifications for initial appointment as an Assistant Professor are normally an earned doctorate or an equivalent degree (LL.M. or J.D.) and a strong commitment to outstanding teaching, scholarly achievement, and service. Upon completion of a terminal degree from an accredited institution, Instructors and Senior Instructors may be appointed as Assistant Professors by the PUSMA Department Head nominating and the Dean appointing the faculty member.

4-4. Instructor of Military Science

General qualifications for initial appointment as an Instructor of Military Science are normally extensive military experience and training, and completion of a new instructor certification program under the supervision of the Director of the Department of Military Instruction.

4-5. 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 United States Military Academy.

4-6. Senior Instructor of Military Science

A faculty member may not be appointed directly as a Senior Instructor of Military Science but must be promoted from Instructor of Military Science at USMA.

4-7. Senior Instructor

A faculty member may not be appointed directly as Senior Instructor but must be promoted from Instructor at USMA.

4-8. Lecturer

General qualifications for initial appointment are normally an earned master's degree or doctorate (or other appropriate preparation for performance of assigned responsibilities) and a strong commitment to outstanding teaching.

4-9. Senior Lecturer

A faculty member may not be appointed directly as a Senior Lecturer but must be promoted from Lecturer at USMA.

4-10. Special Considerations

a. USMA normally considers previous full-time service at other academic institutions to be equivalent to service of equal length at USMA for initial appointments to the USMA faculty and for the time requirements for promotion. Time as an adjunct professor, part-time or teaching assistant at other institutions is not generally considered to be full-time service.

b. In special cases, waivers of qualifications may be granted by the approval authority for the appropriate rank based upon exceptional accomplishment, experience, or other circumstances.

c. USMA recognizes the importance of military experience and leadership that PUSMAs and Academy Professors bring to the institution. In addition to the criteria and standards specified in Chapter 5 of this policy, military experience and leadership related to the academic appointment will also receive consideration when determining the appropriate academic rank for initial appointments of PUSMAs and Academy Professors.

d. When retired or retiring military faculty are hired to serve as members of the civilian faculty, the faculty members retain the academic rank they achieved at USMA.

Chapter 5

Guidelines for Awarding Academic Titles

5-1. Philosophy

a. A high-quality faculty is the keystone of the United States Military Academy's educational mission. The senior faculty leads, guides, develops, and mentors junior faculty in the joint pursuit of academic excellence and in their contributions to cadet development outside formal academic courses. Academic promotion is designed to stimulate excellence in the faculty--specifically in the areas of *teaching, scholarship,*

service, cadet development, and faculty development. Superior performance in these domains strengthens the intellectual vitality of the faculty and promotes activities that enhance the quality of cadet education as well as the reputation of the United States Military Academy. Candidates must meet established criteria in each of the five domains. The criteria specified for each domain are graduated and cumulative in order to show growth throughout a career on the USMA faculty.

b. USMA faculty members have varied, and demanding responsibilities derived from the special requirements of the United States Military Academy's purpose and mission. Like all academic institutions of high reputation, USMA's faculty is involved deeply in teaching, scholarship, and service. Given the United States Military Academy's philosophy that the Academic, Military, Physical, and Character Programs make important contributions to the 47-month cadet developmental experience, all faculty also play an integral role in fostering cadet development, a role that extends beyond formal academic courses. Moreover, with a comparatively large rotating military faculty, more senior faculty are responsible for developing members of the rotating faculty into effective teachers, guiding their scholarly pursuits, and mentoring their professional development.

c. These five domains—teaching, scholarship, service, cadet development and faculty development—reflect USMA's institutional values and are thus an appropriate gauge for promotion and credentialing decisions. By defining what the United States Military Academy values in its faculty, the domains influence faculty behavior.

d. The academic titles of Lecturer and Senior Lecturer are designed to recognize the significant contributions of the USMA staff who directly contribute to the teaching mission in addition to executing their assigned duties. Because these individuals serve in a staff function at USMA, there is no expectation that they will have the time to dedicate towards scholarly, extra-curricular leader development or service beyond their normal assigned duties. The Senior Lecturer title's intent is to inspire personal and professional growth through achieving a terminal degree in the discipline the staff member is teaching and to recognize sustained teaching excellence over numerous terms.

5-2. Guidelines for Evaluation

a. Teaching. Teaching encompasses the imparting of knowledge and the development of intellectual skills to achieve USMA educational goals. It includes design of courses, preparation of teaching materials, preparation and teaching of classes, feedback provided to students, and evaluation of students.

(1) Standard: Gives evidence of excellence in teaching at the college level.

(2) Differentiation of Standards Across Levels of Rank

(a) Senior Instructor: Evidence of a strong commitment to outstanding teaching such as quality of teaching and student learning, the variety or depth of courses taught, participation at teaching conferences and workshops, or documented instructional innovations.

(b) Senior Instructor of Military Science: Evidence of a strong commitment to outstanding training and teaching such as quality of instruction and student learning, the variety and depth of courses taught, participation at teaching conferences and workshops, or documented training or instructional innovations.

(c) Associate Professor: Evidence of excellence in teaching and program development such as course guides and program materials, presentations at teaching conferences or workshops, published articles on teaching techniques or student learning, involvement in education and teaching activities in professional societies, or the like.

(d) Professor: Evidence of excellence in teaching and curriculum development such as a published textbook (or contribution to a textbook) in the discipline, leading a teaching program that consists of two or more connected courses, leadership in educational and teaching activities in professional societies, or the like.

b. Scholarship. Scholarship is active engagement, participation, and growth in an academic discipline. Quality scholarship yields in-depth disciplinary knowledge that has been shared with and accepted by other scholars. Scholarship enhances the quality of the educational mission and the faculty, keeping the faculty engaged as learners in their disciplines. Drawing on the work of the Carnegie Foundation for the Advancement of Teaching (Glassick, et. al., 1997), the United States Military Academy recognizes that the domain of scholarship has three separate but overlapping dimensions--the scholarship of *discovery*, the scholarship of *integration*, and the scholarship of *application*. The scholarship of discovery is the investigative pursuit of knowledge for its own sake. The scholarship of integration seeks to interpret, synthesize, and shed new light on original research. The scholarship of application is the practical application of knowledge to consequential issues related to the scholar's discipline. Contributions that meet the standard in any of the three dimensions satisfy the scholarship domain.

(1) Standard: Six criteria and associated standards constitute the basis for evaluating the domain of scholarship:

(a) Clear Goals: Is the basic purpose of the work stated clearly? Are the objectives realistic and achievable? Are the questions being pursued important in the field or discipline?

(b) Adequate Preparation: Is the scholarship well-grounded in the existing literature and scholarship in the field? Does the scholar demonstrate mastery of the skills necessary to the project? Does the scholar bring together the resources necessary to move the project forward?

(c) Appropriate Methods: Is the work scientifically or methodologically sound? Are the methods appropriate to the goals and applied effectively?

(d) Significant Results: Does the scholar achieve the goals? Do the findings add consequentially to the body of knowledge or the discipline? Does the work open new avenues for inquiry?

(e) Effective Presentation: Does the scholar use appropriate forums for communicating work to its intended audiences? Is the message presented with clarity?

(f) Reflective Critique: Does the scholar critically evaluate the work, seek the opinions and critiques of others, and seek to learn from the reflection?

(2) Differentiation of Standards Across Levels of Rank

(a) Senior Instructor: Evidence of high standards of scholarship as demonstrated by scholarly achievement beyond the master's degree.

(b) Senior Instructor of Military Science: Evidence of high standards of scholarship as demonstrated by scholarly achievement beyond the master's degree.

(c) Associate Professor: Evidence of a sustained pattern of scholarship and scholarly engagement and the promise of some distinction in the field or discipline. A pattern of scholarship has evidence of organizing scholarly themes, which illustrate that the contributions connect to each other in some useful way.

(d) Professor: Distinguished by the scholarly engagement and the quality of sustained scholarly contributions to the field or discipline.

c. Service. Service is participation in the governance of the academic departments and the Academy, professional outreach activities, and activities of the professional societies and organizations of the discipline.

(1) Standard: Service to the department and the Academy is evidenced primarily by participation in and contributions to the governance of the Academy and academic extracurricular activities. Service to professional outreach activities is evidenced by contributions related to the areas of academic expertise of the candidate. Service to professional societies and organizations is evidenced by contributions in the discipline of the candidate. Such contributions go beyond mere membership in the society. Evidence may be presented through letters from professional societies, reports written at the Academy, and recommendations from colleagues in government agencies or other professional outreach organizations.

(2) Differentiation of Standards Across Levels of Rank

(a) Senior Instructor: Evidence of involvement in service activities.

(b) Senior Instructor of Military Science: Evidence of involvement in service activities.

(c) Associate Professor: Evidence of a pattern of involvement in service activities.

(d) Professor: Evidence of a pattern of involvement across multiple categories of service (department/Academy, professional outreach activities, professional societies and organizations) or evidence of a substantive contribution in one service category.

d. Cadet Development. For the purposes of promotion, cadet development is the involvement of the faculty in the development of cadets in voluntary curricular and academic extracurricular activities, the character, military, or physical development programs, or community activities contributing to cadet development.

(1) Standard: Gives evidence of voluntary involvement in the growth and development of cadets outside formal academic courses, actively participating in the professional, moral, and ethical development of cadets.

(2) Differentiation of Standards Across Levels of Rank

(a) Senior Instructor: Evidence of voluntary involvement in the professional, moral, and ethical development of cadets.

(b) Senior Instructor of Military Science: Evidence of voluntary involvement in the professional, moral, and ethical development of cadets.

(c) Associate Professor: Evidence of a pattern of voluntary involvement in the professional, moral, and ethical development of cadets.

(d) Professor: Evidence of a pattern of voluntary involvement across multiple programs or evidence of substantive contribution to the professional, moral, and ethical development of cadets.

e. Faculty Development. For the purposes of promotion, faculty development is the contribution—formal and informal—to the academic growth of the USMA faculty. Professional mentoring provides the foundation for faculty development.

(1) Standard: Gives evidence of participation in or contributions to the academic growth of faculty.

(2) Differentiation of Standards Across Levels of Rank

(a) Senior Instructor: Evidence of participation in activities designed to enhance faculty development, such as presentations at USMA Learning Conferences and faculty development sessions, sponsoring incoming faculty members, or participation in department level faculty development workshops for new faculty.

(b) Senior Instructor of Military Science: Evidence of participation in activities designed to enhance faculty development, such as presentations at USMA Learning Conferences and faculty development sessions, sponsoring incoming faculty members, or participation in department level faculty development workshops for new faculty.

(c) Associate Professor: Evidence of supervisory or extra-departmental contributions to activities that enhance faculty development, such as advising junior faculty concerning research and publication, organizing faculty colloquia, supervising other faculty members as course director, and serving on Academy-wide committees concerned with teaching and faculty development.

(d) Professor: Evidence of a pattern of successful direction of activities designed to enhance faculty development, such as directing faculty research, serving on dissertation committees, supervising other faculty as a program director, mentoring other faculty, and chairing Faculty Council committees concerned with teaching and faculty development.

Chapter 6 Procedures

6–1. Appointment

a. At the initial appointment, PUSMA Department Heads nominate the candidate faculty for appropriate academic rank, the Vice Dean for Academic Affairs reviews nominations for the ranks of Assistant Professor, and Lecturer with the Dean as the approval authority. The Director of the Department of Military Instruction nominates, and the Commandant approves appointments to the rank of Instructor of Military Science. The Faculty Credentials and Promotions Committee reviews nominations for the ranks of Associate Professor and Professor of Discipline, and recommends to the Dean the title for initial appointment. The Academic Board is the approval authority for Professor of Discipline, and Associate Professor. Initial appointments to Senior Instructor, Senior Instructor of Military Science, and Senior Lecturer are not available and must be promoted into.

b. Nominating memoranda for Associate and Professor of Discipline from PUSMA Department Heads are forwarded through the Dean to the Faculty Credentials and Promotions Committee for review. Memoranda should summarize evidence in the domains of teaching, scholarship, and service as well as evidence of potential for cadet development, and faculty development supporting appointment at the desired rank. A *curriculum vitae* and copies of letters of recommendation reviewed during the hiring process should accompany the nominating memorandum.

6–2. Promotion

a. In consultation with the PUSMA Department Head, faculty who are serving at least in their sixth year of service in the rank of Assistant or Associate Professor may apply for academic promotion to the next higher academic rank by providing evidence of performance in each of the five domains. Service as a full-time faculty member at USMA with the academic rank of Instructor or Senior Instructor may be counted towards the six years of service prior to promotion to Associate Professor. At a minimum, the evidence must include a *curriculum vitae*, a summary, and self-assessment of performance in each domain. The PUSMA Department Head also provides the names and addresses of six experts external to USMA, at least three of whom must be disinterested in terms of their relationship with the candidate or nominating department. The Chair, Faculty Credentials and Promotions Committee, provides these experts an extract of this regulation's philosophy, standards, and guidelines for promotion and requests letters assessing scholarly performance and potential. Appendix A provides additional guidance for the preparation of the portfolio. Sabbatical years

or Operational Experiences taken by the military faculty taken while a member of the USMA faculty count as years of service.

b. Promotion to the rank of Senior Instructor may occur during the fourth or later full semester (summer academic terms do not count) of teaching at USMA. The PUSMA Department Head nominates the instructor to the Vice Dean for Academic Affairs, who recommends qualified candidates to the Dean for approval. The nomination packet includes a nomination letter from the PUSMA Department Head, a curriculum vitae, and a self-assessment. A summary of accomplishments and external reviews are not required.

c. Promotion to the rank of Senior Instructor of Military Science may occur during the fourth or later full semester (summer academic terms do not count) of teaching at USMA. The Director of the Department of Military Instruction recommends qualified candidates to the Commandant for approval. The nomination packet includes a nomination letter from the Director of the Department of Military Instruction, a curriculum vitae, and a self-assessment. A summary of accomplishments and external reviews are not required.

d. Promotion to the rank of Senior Lecturer may occur after contributing to the teaching mission by having responsibility for one or more sections of a course for a combined twelve Fall or Spring academic terms and have a terminal degree in the discipline they are being credentialed to teach. The staff member is nominated by the PUSMA Head of the Department in which the staff member has taught with an endorsement from the staff member's higher-level reviewer. The Vice Dean of Academic Affairs recommends, and the Dean appoints qualified staff members as Senior Lecturer.

e. The Faculty Credentials and Promotions Committee (Committee) evaluates the nomination portfolio and recommends faculty for promotion to the ranks of Associate Professor and Professor of Discipline to the Dean by 1 May of each year.

6-3. Tenure

At the United States Military Academy, "tenure" is defined in USMA Reg 150-2.

a. Eligibility: These procedures only apply to Title 10 faculty members who are designated tenure track on their faculty appoint letter as defined in USMA Reg 150-2.

b. Procedures: The procedures for obtaining a permanent appointment (tenure) follow very closely to those for awarding academic promotion. Faculty eligible for tenure who are promoted to Associate Professor are also granted a permanent appointment (tenure). Failure to achieve academic promotion to Associate Professor within the tenure-seeking period will result in a 12-month renewal without the possibility of further renewals. The non-selected faculty member may appeal the recommendation of the Committee as described in paragraph 6-5 below.

(1) Upon appointment in a tenure-tracked position, the faculty member is notified in writing of their appointment and the tenure timeline.

(2) During the third year of tenure-seeking service, the faculty member and the Department Head must complete a mid-term review of the faculty member's progress towards meeting the standards of academic promotion and/or permanent appointment (tenure). The purpose of the review is to serve as a developmental discussion for the faculty member. The results of the review are forwarded to the Vice Dean for Academic Affairs and the Committee in the form of a memorandum with an annotated curriculum vita and a summary of performance in each of the five domains of faculty development no later than the first Monday after 15 June each year.

(3) No later than the sixth year of the tenure-seeking service the faculty member submits a promotion portfolio through the PUSMA Department Head to the Committee for review. Extensions to the tenure-seeking service period are described in paragraph 6-3 c. below. The portfolio at a minimum, must include a memorandum from the PUSMA Head of the Department summarizing the faculty member's accomplishments during the tenure-seeking service period with a recommendation, letters of review from interested and disinterested reviewers in the field, a *curriculum vitae*, a summary and self-assessment of performance in each domain, the appointment memorandum, the mid-term review, and any memorandum authorizing delays. The portfolio is submitted to the Committee for review and recommendation by the first working day of the last week of classes in the fall term of each year. Appendix A provides additional guidance for the preparation of the portfolio.

(4) The Committee evaluates the portfolio of faculty members for permanent appointment (tenure) in accordance with these guidelines and procedures. The Committee may request that the Department Head provide amplification or clarification on any aspect of a faculty member's portfolio during the review process.

(5) The Committee prepares recommendations to the Dean and brings the recommendations to the Academic Board.

(6) The Academic Board approves the permanent appointment (tenure) and the Superintendent appoints qualified faculty members to this academic rank, confers the title, and grants tenure.

c. Tenure-Seeking Service Period. The tenure-seeking service period is the period during which a tenure-track member of the faculty may teach on a term appointment (i.e., without tenure). An academic year that includes two semesters of full-time service normally counts as a tenure-seeking service year. The Summer Term Academic Program is not included in determining a tenure-seeking service year.

(1) The maximum number of tenure-seeking service years is six. Those initially appointed associate or full professors in a tenure-tracked position serve an initial two-year appointment as described in USMA Reg 150-2. Upon satisfactory completion of the initial term appointment, they are granted a permanent appointment (tenure) at the academic rank they were initially appointed without review by the Faculty Credentials and Promotion Committee.

(2) A member of the Faculty shall be allowed the option, with the written consent of the Dean and subject to the conditions listed below, of not counting as part of the tenure-seeking service each academic year, up to a maximum of two years, during some portion of which there is a child less than one year old at home or during which a child is placed for adoption [parental option]; or that academic year in which the maintenance of a full professional life is likely to be impossible as the result of some event, such as the death of a spouse or child, the responsibility of having to provide care for an ill parent, etc. [catastrophic option]. Use of the Family and Medical Leave Act of 1993 is sufficient but not necessary condition to request the parental or catastrophic options. The request to the Dean will be in the form of a memorandum through the Department Head for the Dean that briefly describes the relevant circumstances.

(a) "Full professional life" is defined as professional work involving teaching, scholarly growth, cadet and faculty development, and service.

(b) Normally, the consent of the Dean should be sought within six weeks of the event which triggers the request.

(c) The parental option may be exercised only once for each child.

(d) The catastrophic option may be exercised only once.

(e) The written consent of the Dean will be forwarded to the Committee and included in the promotion and tenure submission.

d. For the purposes of seeking external grants and in recognition of their military experience with the expectation that they will serve until retirement, Academy Professors with the academic rank of Assistant Professor are considered tenure-seeking equivalent. Academy Professors with the academic rank of Associate Professor or Full Professor and PUSMAs are considered tenure-equivalent.

6-4. Responsibilities

a. Candidates for Promotion. Apply to their Department Head for promotion by providing a portfolio that consists of at a minimum, a *curriculum vitae*, examples of scholarly work, a summary, and a self-assessment of performance in each of the five domains.

b. PUSMA Department Heads.

(1) Nominate faculty members for initial appointment at the appropriate academic rank or title in accordance with this regulation. Nominations will include the *curriculum vitae* and letters of recommendation from the hiring process as appropriate.

(2) Mentor and guide faculty development within their department to provide each member of the faculty the opportunity and resources to meet the criteria for tenure and promotion to Professor.

(3) Nominate faculty members for promotion in accordance with this regulation. Nominations should include the PUSMA Department Head's assessment of the candidate's performance in each of the five domains.

(4) Provide the tenure-tracked faculty with the memorandum of appointment with tenure-seeking timeline, conduct mid-term review, and provide, as appropriate, a tenure recommendation to the Committee.

c. Director of the Department of Military Instruction

(1) Nominates faculty members for initial appointments as Instructor of Military Science.

(2) Nominates qualified Instructors of Military Science for promotion to Senior Instructor of Military Science.

(3) Mentors and guide faculty development with the Department of Military Instruction for continuous improvement of the Military Program.

d. Faculty Credentials and Promotions Committee

(1) Maintains and updates, as required, this regulation.

(2) Evaluates the portfolios of faculty members for initial appointment to Associate Professor and Professor in accordance with this regulation and recommends initial rank to the Dean.

(3) Evaluates the portfolios of faculty members nominated for promotion in accordance with this regulation.

(a) Invites presentations to the Committee by PUSMA Department Heads.

(b) Solicits evaluations from six experts external to USMA, three of whom are disinterested from the candidate or nominating department.

(c) Recommends to the Dean faculty members for promotion by 1 May of each year. Promotions approved by the Academic Board are effective at the beginning of the next academic year.

(d) Provides written feedback to successful and unsuccessful candidates to assist future development efforts.

(e) Forwards written notification through the Department Head to the candidate documenting weakness in the dossier and recommendations for mentoring and guidance in cases where a nomination fails to receive the Committee's endorsement.

(f) Reviews the tenure mid-term reviews and provides feedback to the Dean and Department Heads on trends and outcomes.

(4) Advises the Faculty Council, the Academic Board, the Dean, and the Commandant on all matters related to academic promotion and tenure.

e. Vice Dean for Academic Affairs

(1) Reviews promotion packets from PUSMA Department Heads for promotion from Instructor to Senior Instructor, Lecturer to Senior Lecturer, and makes recommendations to the Dean for promotion.

(2) Reviews initial appointments from PUSMA Department Heads to Assistant Professor and makes recommendations to the Dean for appointment.

(3) Reviews initial appointments from the PUSMA Department Heads to Lecturer, with the advice of the Vice Dean for Resources, makes recommendations to the Dean for appointments.

(4) Reviews the mid-term reviews for tenure from PUSMA Department Heads.

f. Commandant of Cadets

(1) Reviews nomination packets from the Director of the Department of Military Instruction and appoints qualified individuals as Instructor of Military Science in accordance with AR150-1.

(2) Reviews nomination packets from the Director of the Department of Military Instruction and promotes qualified individuals as Senior Instructor of Military Science in accordance with AR 150-1.

g. Dean of the Academic Board

(1) Approves initial appointments to Instructor, Lecturer, and Assistant Professor.

(2) Approves promotions to Senior Lecturer and Senior Instructor.

(3) Recommends appointments and promotions to Associate and Full Professor to the Academic Board.

(4) Ensures adherence to the standards described in this regulation.

6-5. Appeals

a. In this section the term "faculty member" refers to a faculty member who was not recommended for academic promotion and is initiating an appeal process. The term "Chair" refers to the chair of the Credentials and Promotions Committee. The term "Department Head" refers to the PUSMA head of the academic department who originally nominated the faculty member for academic promotion. The appeals timeline is summarized in Appendix B.

b. The potential appeal process begins once the Superintendent accepts the recommendation of the Academic Board concerning the promotion of the faculty member. Within one business day of the Superintendent's acceptance, the Chair will provide a memorandum through the Department Head to any faculty member who was considered for academic promotion but not approved. The Department Head will provide the Chair's memorandum to the faculty member within two business days after receiving it.

c. If the faculty member wishes to appeal, they have five business days from receiving the Chair's memorandum of their non-selection for academic promotion to inform, in writing, their Department Head and the Chair of their intent to appeal the Academic Board decision. The faculty member should not communicate verbally with the Committee.

d. The faculty member has an additional fifteen calendar days from their notification of intent to appeal to submit a memorandum through their Department Head to the Committee presenting matters of fact that address the weaknesses identified in the portfolio by the Committee or other significant circumstances that impacted achievement of the standards and why the decision of the Academic Board should be reconsidered.

e. The Department Head will forward the faculty member's memorandum within two business days of receiving the faculty member's memorandum.

f. The Committee will reconvene to consider the appeal no later than 30 calendar days after receiving the completed memorandums. The Committee will recommend upholding the recommendation to not promote or recommend overturning the original recommendation and recommending promotion of the faculty member. If the recommendation of the Committee is to promote the faculty member, the Chair drafts the appropriate memorandum for the Academic Board and informs the Dean and Department Head. If the Committee recommends upholding the original determination not to promote, the Chair will explain the Committee's rationale by memorandum to the Department Head and inform the Dean. The Department Head must provide the memorandum to the faculty member within two business days.

g. Upon receipt of the Chair's not-to-promote memorandum from the Department Head, the faculty member may accept the Committee's rationale or continue the appeals process.

h. The faculty member has seven calendar days from the receipt of the memorandum from the Chair to notify the Dean and the Chair through their Department Head of their intent to appeal to the Academic Board.

i. The faculty member, and the Chair have seven calendar days from receiving the memorandum of the intent to appeal to prepare final materials for the Academic Board to consider: The faculty member may update and submit a memorandum to the Academic Board describing why they should be promoted. The Chair submits the entire portfolio and a memorandum describing why the Committee does not recommend promotion.

j. The Dean schedules the appeal on the Academic Board agenda ensuring that Board members have adequate time in advance of the meeting to review the complete file. During the Academic Board meeting the Chair will be prepared to lead the discussion and answer the Academic Board questions without preference or prejudice. The Academic Board will vote to uphold the original recommendation of not to promote or overturn the original recommendation and to promote the concerned faculty member. The Department Head will inform the faculty member of the final decision of the Academic Board.

Appendix A

Portfolio Guidance

A–1. Purpose

The purpose of this appendix is to provide additional information and context to prospective USMA Faculty promotion nomination portfolios.

A–2. Portfolio Submission

- a. Department heads should submit names of candidates for Associate and Professor of Discipline to the Human Resource Branch of the Office of the Dean no later than the date specified in mid-October.
- b. A web portal for submitting portfolios will be available at the beginning of November annually.
- c. Complete nomination portfolios (except for external Letters of Recommendation) must be submitted prior to the first duty day on or after 15 December annually.
- d. Packets should be divided into the following discrete documents, all of which should follow the naming conventions outlined below and be prepared as searchable PDF files:
 - (1) Applicant Last Name_Department Abbreviation_Nomination
 - (2) Applicant Last Name_Department Abbreviation_External Reviewers
 - (3) Applicant Last Name_Department_Abbreviation_Summary
 - (4) Applicant Last Name_Department_Abbreviation_Self-Assessment
 - (5) Applicant Last Name_Department_Abbreviation_CV
 - (6) Applicant Last Name_Department_Abbreviation_Sample Publication 1, 2, etc.
 - (7) Applicant Last Name_Department_Abbreviation_Extension Memorandums

A–3. Department Head's Nomination Letter

- a. Clearly indicate status of the applicant.
- b. When presenting nominations for Professor of Discipline, include the title sought and--especially in the case of new or unconventional disciplines--present a rationale.
- c. Help the committee to understand the significance of the applicant's achievements in context rather than simply summarizing them.
- d. Be aware that promotion demands achievement in all five domains of faculty activity outlined in this regulation.

A–4. Summary

- a. Be brief (1-2 pages) using bullet comments.
- b. Organize according to the five domains.
- c. Indicate significance of bullet accomplishments as follows:
 - (1) U - different core courses taught
 - (2) V - different electives taught
 - (3) core course directed, supervising W faculty and serving X cadets
 - (4) Y - peer-reviewed articles published
 - (5) Z - national conference presentations, etc.

A–5. Self-Assessment

- a. Assessments analyze rather than catalogue evidence; they make sense of a career in progress rather than enumerating things done (6-8 pages. should be sufficient).
- b. Strong self-assessments:
 - (1) have coherence
 - (2) provide necessary context
 - (3) distinguish between minor and major accomplishments
 - (4) clearly emphasize what the candidate believes to be their most significant activities and achievements, including their most important publications
- c. No photos

A–6. Annotated Curriculum Vitae

- a. List most recent positions and accomplishments first.
- b. Clearly indicate academic titles and inclusive dates of academic appointments.

- c. Do not include personally identifiable information (PII), family data, or information irrelevant to the academic promotion process.
- d. Include military or other professional experience only if it relates to discipline and academic expertise.
- e. Service included should be relevant to the discipline or profession writ large.
- f. Clearly distinguish peer-reviewed scholarship; hyperlink to as many publications as necessary (personal or journal/publisher website).
- g. Differentiate between published works and works in progress (indicate precisely the status of the latter; “forthcoming” is not sufficiently specific).
- h. Ensure accuracy, completeness, and consistency.

A–7. Sample of Published Scholarly Work

- a. Submit a sample of scholarly work no longer than 30 pages.
- b. On the cover page of this document, please provide any necessary context (ex. information on the book from which a chapter is excerpted) as well as a list of the 4-5 most significant works (with links). The new system will provide the option to upload additional examples of scholarship PDFs. The first work—Sample Publication I—will be considered the primary sample and should not exceed the 30-page limit.

A–8. External Reviewers

- a. Not USMA faculty.
- b. Subject-matter experts who know and can communicate disciplinary standards, and who can evaluate the candidate’s work according to those standards.
- c. Disinterested reviewers (i.e. have no vested interest in the candidate or nominating department).
- d. Advance coordination between the department and external reviewers is encouraged for a higher yield of responses. The candidate should not be involved in conversations with reviewers. Departments should be confident that the six reviewers indicated in the nomination packet will respond to the institutional committee’s official request. The deadline for external letters occurs near the end of February.
- e. Instructions for accessing complete nomination packets will be sent to the external reviewers by the committee as soon as possible after the deadline. In the case of books or of publications not accessible electronically, the department is welcome to send hard copies to external reviewers.

Appendix B

Appeals Timeline Summary

The appeals timeline begins when the Superintendent accepts the recommendation of the Academic Board.

Within one business day of the Superintendent accepting the recommendation of the Academic Board, the Chair provides the non-select letter to the Department Heads of affected faculty members.

Within two business days of receiving the non-select letter, the Department Head provides it to the faculty member.

Within five business days of receiving the non-select letter, the faculty member must notify the Department Head and Chair of their intent to appeal the decision.

Within 15 calendar days of notifying the Department Head and Chair of their intent to appeal, the faculty member provides the written appeal to the Chair through the Department Head.

Within two business days of receiving the appeal memorandum from the faculty member, the Department Head forwards it to the Committee for consideration.

Within 30 calendar days of receiving the completed appeal and endorsement, the Committee will reconsider the appeal and provide the Department Head a memorandum with the recommendation concerning the appeal.

Within two business days of receiving the failed appeal memorandum, the Department Head provides it to the faculty member.

Within seven calendar days of receiving the failed appeal memorandum, the Faculty Member requests an appeal to the Academic Board by notifying their Department Head who notifies the Chair and the Dean.

Within seven calendar days of the faculty member requesting an appeal to the Academic Board, the faculty member, and the Chair submit memorandums to the Academic Board for consideration.

The Dean schedules the appeal for the first reasonably available Academic Board.

Within two business days of the Superintendent accepting the vote of the Academic Board, the Department Head notifies the faculty member of the decision of the Academic Board.

Appendix C
Department Credentialing Memorandum Example



**DEPARTMENT OF THE ARMY
UNITED STATES MILITARY
ACADEMY *DEPARTMENT NAME*
WEST POINT, NY 10996**

MADN-XXX

18 August 202X

MEMORANDUM FOR Vice Dean of Academic Affairs

SUBJECT: Appointment to *Department Name* Faculty

1. REFERENCE: USMA REG 150-3
2. This memorandum identifies the individuals appointed as faculty in the Department of *NAME* for Academic Year 20XX.
3. The following individuals have left the service of the United States Military Academy with the following reasons:

MAJ Heading T Campbell (PCS, 1 June 2023)
Dr. Gone Fishing (Retirement, 10 August 2023)
Dr. Moving On (Resigned, 26 May 2023)

4. The following individuals continue their appointments as faculty at the United States Military Academy in the Department of *NAME* at the following academics ranks:

Dr. Very Able, Professor of Nuclear Engineering
MAJ Also Awesome, Instructor
LTC Getting Better, Assistant Professor
COL Beating Navy, Associate Professor

5. The following individuals each holds the requisite completed graduate degree and have completed the Physics and Nuclear Engineering New Instructor Training. They are therefor appointed as faculty at the United States Military Academy in the Department of Physics and Nuclear Engineering at the academic rank shown.

CPT Always Around, Instructor
LTC From Another (Organization), Instructor
Mr. Grey Beard, Class of 'YY Endowed Chair and Visiting Professor
DR Notdone Yet, Assistant Professor

6. Effective date of these appointments and removals is 29 July 2022.

7. Point of Contact is the undersigned at x3901.

DEPARTMENT HEAD
COL, PR
Professor and Head Department of NAME

CF:
Dean's HR Branch
Named Individuals