

DEAN'S POLICY AND OPERATING MEMORANDUM 3-20

OFFICE OF THE DEAN
UNITED STATES MILITARY ACADEMY
WEST POINT, NEWYORK 10996-5000

MADN-PRD

10 April 2017

Memorandum No. 3-20

PROCEDURES FOR SELECTING ACADEMY PROFESSORS

1. PURPOSE.....	1
2. APPLICABILITY.....	1
3. GENERAL.....	1
4. COMMITTEE APPOINTMENT.....	1
5. COMMITTEE COMPOSITION.....	2
6. SELECTION PROCEDURES.....	2
7. FUNCTION AREA 47 (FA47) CAREER FIELD DESIGNATION.....	4
8. REFERENCES.....	4
9. PROPONENT.....	5
APPENDIX A: CHECKLIST FOR AP SELECTION.....	A-1
APPENDIX B: SAMPLE SELECTION COMMITTEE REPORT.....	B-1

1. Purpose. This memorandum prescribes the composition of committees established to recommend candidates for Academy Professors (AP) and prescribes the general procedures for arriving at these recommendations.

2. Applicability. These policies and procedures apply to the procedures for selecting senior active duty Military Academy faculty for the positions of Academy Professors, FA47.

3. General. This memorandum includes policies approved by the Superintendent and currently in practice for the search committees to select Academy Professors. Academy Professors serve as the active duty senior military and academic leaders of the US Military Academy. Their duties are described in DA Pam 600-3. Academy Professors are appointed by the Superintendent with the approval of the Department of the Army. They possess the breadth and quality of military experience to professionally develop junior military faculty members along both academic and military dimensions while providing academic and military leadership to USMA first and their departments second.

4. Committee Appointment. The Dean of the Academic Board will establish AP selection committees.

5. Committee Composition.

a. AP Selection Committees will consist of a minimum of four members plus a secretary without vote.

Chair - Professor, USMA

Member (Searching Department Representative - Academy Professor or Civilian Professor/Associate Professor)

Member - Civilian Faculty (Professor/Associate Professor)

Member - PUSMA or Academy Professor

The chair will be a PUSMA chosen by the Dean. Three members will be chosen from eligible PUSMAs, Academy Professors (FA47), Professors, and Associate Professors. One of the members will be a representative from the searching department (Academy Professor or civilian Professor/Associate Professor). One member will be a PUSMA or Academy Professor from another department; and one member will be a civilian Professor/Associate Professor from another department.

To underscore interdisciplinary emphasis at USMA, at least one of the members will be from a complementary discipline, i.e. a committee choosing an Academy Professor for a Mathematics, Science, or Engineering discipline must have one professor from the Humanities and Social Science discipline.

b. PRD will utilize a duty roster to ensure that the tasking procedure for committee participation is equitable and fair. Departments will be tasked by PRD to provide the name of a faculty member in a specific category (PUSMA, Academy Professor, Civilian Professor/Associate Professor) to participate on PUSMA or Academy Professor search committees. Upon receipt of the name(s), PRD will verify that each committee has the appropriate structure, an appropriate disciplinary mix, and diversity.

c. Members will serve until recommended candidates have been nominated by the Academic Board, and approved by DA.

d. The secretary without vote will be selected by the chairperson from within his/her own department.

6. Selection Procedures.

a. Academy professors. The selection procedures for Academy Professors are shown in chronological order in Appendix A.

b. Advertisements: An AP selection committee will announce its search for individuals to occupy AP positions approved by the Dean of the Academic Board. These announcements may be placed in a variety of publications. The position must be published on the USMA G1 web page at a minimum.

c. Criteria for evaluating candidates. Although the following criteria are not inclusive, committees shall use these criteria as a guide when evaluating candidates:

(1) Military. The military experience of the officers nominated should be characterized by outstanding performance throughout their professional life. Length of service, breadth of experience, depth achieved in their branches and functional areas, successful completion of the Command and Staff College (CSC) or equivalent, and command experience should be considered as significant factors in assessing the military qualifications of the nominees. Since the candidates' official military personnel files will provide some insight into the military background of the candidates, the names of those

being recommended must be screened by personnel at the Human Resources Command (HRC) to ensure that the nominees possess clear promotion potential. HRC will also give earliest assignment options. The chairperson is responsible for ensuring that the list is forwarded by PRD to HRC. APs should have approximately 15 years of service upon reporting to USMA.

(2) Academic. The officers nominated must demonstrate both an outstanding record of academic achievement and high potential for further growth and development in their field of scholarship. The nominees must be committed to teaching and must possess strong interest in research and publication to reinforce the teaching mission. Possession of a Ph.D. or LL.D. in an appropriate field may be considered as an important but not overriding factor in assessing academic qualifications. If the nominees do not possess a doctoral degree, they clearly must be capable and willing to earn the degree as their first task upon appointment.

(3) Personal. The nominees must have high standards of character, morality, and a temperament such as to assure compatibility and harmony in dealings with other members of the staff and faculty. Above all, they should give a clear indication that they have the motivation and determination to serve faithfully and conscientiously throughout full careers of service as Academy Professor.

d. Consultants. After determining the leading candidates for AP positions, the committees will consult with outstanding civilian scholars in the disciplines for which the candidates are being considered. These consultants should not have strong personal or professional relationships with the leading candidates. Visiting professors meeting these criteria may be considered for use as consultants. The views of these consultants should assist the committees in evaluating the academic experience, potential, and qualifications of the leading candidates.

e. Inability to locate qualified candidates. If a selection committee determines that it cannot locate a candidate who meets the qualifications for a position, there should be no hesitation in leaving that position vacant for as long as necessary to find a qualified candidate. The committee chair should inform the Dean of the Academic Board as soon as possible of the committee's position in such a case.

f. Recommending qualified candidates. After considering the candidates' records, their interviews, and the consultants' views, the committee will submit its recommendations and the views of the consultants to the Dean of the Academic Board and the Superintendent. In cases where the field of candidates is of sufficient quality to recommend multiple nominees for a position, the selection committee report will include recommendations in alphabetical order for the top three to five candidates with recommended time lines for career field designation. If a woman or minority officer is not in the top three to five choices, the committee must then submit a second list including a qualified woman and minority officer in addition to the top three to five choices or justify in writing the reasons for their non-selection. At the request of the Dean, the committee will meet informally to discuss its report with the Superintendent and the Dean. The Dean will forward the recommendation to the Academic Board for review, discussion, and recommendation. Appendix A is the chronological checklist to be used for each committee. Appendix B is a sample report format to be used by the committee; PRD will send the updated format for the report to the committee when it is formed.

g. Affirmative action. The Academy strongly supports affirmative action and equal opportunity. Increased representation of women and minority officers enriches the academic faculty and insures that USMA's faculty is among the finest our Nation and our Army can offer. The Committee is charged with taking aggressive efforts to offer a broad field of qualified candidates the opportunity to compete for faculty positions at USMA.

7. Function Area 47 (FA47) Career Field Designation. Functional Area 47 authorizations are filled with committee recommended officers appointed for the purpose of leading and administering the academic programs here at the United States Military Academy. Career field designation will be coordinated with HRC and Army G-1 upon completion of the following:

- a. Officer has successfully completed a Ph.D.
- b. Officer is officially assigned to the West Point Table of Distribution and Allowances (TDA).
- c. Officer is filling an authorized FA47 (appropriate area of concentration) position.

8. References.

- a. U.S. Code: Title 10 - Armed Forces
- b. AR 210-26, United States Military Academy, 6 Sep 2011
- c. DA Pam 600-3, The Army Personnel Development System, 26 Feb 2009

9. Proponent. The proponent for this Dean's policy and operating memorandum is the Plans and Resources Division, Office of the Dean (MADN-PRD), x5811.

FOR THE DEAN OF THE ACADEMIC BOARD:



KRAIG E. SHEETZ

COL, MI

Director of the Dean's Staff

Appendix A: Chronological Checklist for AP Selection.

1.	Department Head submits a request to O/Dean (PRD) to obtain Dean's authorization to begin a search.
2.	Department Head submits a proposed advertisement and parameters to query the Army for qualified candidates to PRD.
3.	PRD notifies G1 of the requirement to search and advertise on the G1 web site.
4.	PRD prepares staffing action to obtain Dean's approval of the search, the search committee structure, and advertisement(s).
5.	The Dean approves the search and committee membership.
6.	PRD publishes committee orders and distributes them to all committee members.
7.	PRD distributes packet of instruction to the committee Chair and the committee secretary.
8.	Committee sends position vacancy announcement to potential candidates.
9.	Committee secretary collects applications.
10.	Committee members review applications and determine which applicants should be interviewed.
11.	PRD determines the number of applicants that can be interviewed based on available funding.
12.	Applicants are interviewed.
13.	Committee secretary provides the names of the finalists to PRD for HRC assessment of availability and suitability.
14.	Civilian consultant completes review of top candidate applications.
15.	Committee provides a recommendation to the Dean and Superintendent.
16.	Committee submits their recommendation to the Academic Board for approval.
17.	PRD prepares the nomination for the selected officer.
18.	PRD forwards nomination through USMA G1 for HRC and Army G1.
20.	Orders are published.
21.	FA47 designation will occur when: officer completes Ph.D., and officer is assigned to USMA in a valid FA47 TDA position.



DEPARTMENT OF THE ARMY
UNITED STATES MILITARY ACADEMY
West Point, New York 10996-1794

MADN-

(date)

MEMORANDUM THRU

Brigadier General __, Dean of the Academic Board, U.S. Military Academy , West Point,
New York 10996-5000

Lieutenant General __, Superintendent, United States Military Academy, West Point, New
York 10996-5000

FOR The Academic Board, United States Military Academy, West Point, New York
10996-5000

SUBJECT: Nomination of Academy Professor, Department of _____

1. References:

- a. Paragraph 1.16 and 1.27, AR 210-26, Installations, United States Military Academy, 9 December 2009.
- b. Dean's Policy and Operating Memorandum 3-20, Procedures for Selecting Academy Professors, 1 August 2012.
- c. United States Military Academy (USMA) Diversity Policy, 14 August 2013.
- d. Memorandum, MADN-PRD, dated _____, Subject: Search for Academy Professor -Department of _____.

2. Procedure:

- a. Reference 1.d. established a search committee consisting of (list committee members IAW the DPOM, list by academic rank instead of name or military rank).
- b. The search committee was directed to recommend officers for Academy Professor position(s) in the Department of (Reference D), one with expertise in Engineering Psychology and the other with expertise in Leadership and Management Studies. The committee was directed to ensure that recommended candidates demonstrate an

outstanding record of academic achievement and scholarship and that they be committed to teaching; that they must have military experience characterized by outstanding performance throughout their professional lives; and that they must have high standards of character and morality and a temperament that assures compatibility and harmony in dealing with other members of the staff and faculty.

c. The Office of the Dean placed an advertisement on Army Knowledge Online (AKO), on the USMA G1 web page and also distributed a local announcement to all Academic Departments at USMA. The Chair of the search committee sent an announcement of the position vacancy to _ officers who were identified through a query of the Army database as potentially qualified candidates based on their academic background. The results of the query resulted in identification of ___ female officers and ___ minority officers

d. **Comments regarding applicants (must include comments on the number of female and minority candidates):** As a result of these solicitations, ___ applicants returned completed files, for the Engineering Psychology position and _ for the position in Leadership and Management Studies. The applicants for Engineering Psychology included ___ female officer, and the applicants for Leadership and Management Studies included ___ female officers (two of whom were minority officers) and three African-American male officers. The committee reviewed these files in January 2006 and selected ___ candidates for interviews, three for Engineering Psychology and two for Leadership and Management Studies. The committee concluded that, by virtue of academic background and record, as well as military experience, no one of the minority or female officers were qualified for either position. The committee interviewed the selected five candidates during February 2006.

e. The committee determined that all five candidates were qualified for the positions, and the evaluation of their military records by Human Resources Command determined that all candidates were suitable for the positions and possessed clear promotion potential.

3. **Recommendation:** After careful consideration of the candidates' files, the assessment by Human Resources Command, and the candidates' performances at the interviews, the committee unanimously agreed that there were five qualified candidates. Extracts from their resumes and copies of their ORBs are enclosed.

(Comments regarding the top 3-5 qualified officers - must include detailed comments on military as well as academic background and experience. These comments will be used to support the nomination when submitted to Army G-1)

a. Lieutenant Colonel _____ has strong academic credentials, a demonstrated commitment to excellence in teaching, and an outstanding military record. A 1989 graduate of the United States Military Academy (where he majored in Human Factors Engineering), he was commissioned in the Infantry and served in Operations Desert Shield and Desert Storm prior to commanding a company in the 25th Infantry Division.

He received a Master of Science Degree in Engineering Psychology at the University of Illinois in 1999 and taught in the Behavioral Sciences and Leadership Department from 1999-2001, where the Department Head characterized his performance as the "best officer of any grade that I senior rate" and said that then-Major _____ was "my best instructor, my best mentor, and my best staff officer." After leaving West Point, LTC _____ has served superbly in the 1st Cavalry Division as a Battalion Executive Officer, a Brigade Operations Officer, and most recently as Brigade Deputy Commanding Officer during the 3rd Brigade's deployment to Iraq. His interview confirmed that he is dedicated to developing cadets into leaders of character, has a clear understanding of the importance of research and scholarship, and is highly motivated to a career of service as an Academy Professor.

b. Lieutenant Colonel _____, a 1985 Distinguished Military Graduate of Marshall University, was commissioned in the Field Artillery and served for three years at Fort Hood prior to his battery command tour in the 25th Infantry Division. He received a Master of Business Administration Degree (Magna Cum Laude) in Strategic Leadership and Management from the University of Texas in 1995 and was assigned as a rotating faculty member in the Behavioral Sciences and Leadership Department from 1995-98, where the Department Head called then-Major _____ "the best of sixteen hand-picked majors" in the Department and the officer he turned to for the toughest and most sensitive missions." After departing West Point, LTC _____ served as a Battalion Operations Officer in Korea and was selected for a rotating Ph.D. position on the USMA faculty. He received his doctorate (Magna Cum Laude) from the University of Kansas, School of Business in Organizational Management and Leadership in 2003. Since returning to the faculty of the Department of Behavioral Sciences and Leadership in 2003, he has overseen the Leadership and Management Studies Program, as well as directing the Tactical Officer Education Program (TOEP). Through dedication and persistent effort, LTC _____ successfully negotiated an arrangement with Columbia University to be the degree-granting institution for TOEP, which will ensure lasting benefits for West Point and the officers in the program. His interview confirmed that he has a commitment to excellence in teaching and scholarship, will be a vital force in developing cadets, and will serve faithfully and conscientiously throughout a career of service as an Academy Professor.

4. Comments regarding the timeline for Career Field Designation to FA47, Advanced Civil Schooling, Operational Experience, and assignment to West Point to assume duties as Academy Professor. If the Committee's timeline recommendation conflicts with that recommended by HRC, note it below and insure that is a point of discussion with the Dean.

5. LTC _____ should be accessed into Career Field FA47 immediately upon completion of Ph.D., completion of an appropriate operational assignment, and assignment to West Point in a valid FA47 TOA position.

Encls.
Resume
ORB

(Signature Block of Committee Chair)