

DEAN'S POLICY AND OPERATING MEMORANDUM 3-19

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

MADN-PRD

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Memorandum No. 3-19

PROCEDURES FOR SELECTING PROFESSOR, UNITED STATES MILITARY ACADEMY

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1. Purpose. This memorandum prescribes the composition of committees established to recommend candidates for Professor, United States Military Academy (PUSMA) and prescribes the general procedures for arriving at these recommendations.

2. Applicability. These policies and procedures apply to the selection of Professor, United States Military Academy.

3. General. This memorandum includes policies approved by the Superintendent and currently in practice for the search committees to select Professor, United States Military Academy (PUSMA). These officers are nominated by the Superintendent and appointed by the President of the United States after the consent of the Senate. They provide USMA leadership – making recommendations and decisions that benefit the Academy first and their respective departments second. They are a DA asset and therefore Department of the Army (DA) has greater input into their selection than other Army officers.

4. Committee Appointments. The Dean and Superintendent will establish the selection committees to recommend candidates for PUSMA positions at USMA.

5. Committee Composition.

a. PUSMA selection committees will consist of a minimum of six members plus a secretary without vote.

Chair - Professor, USMA
 Member (Civilian Representative from Searching Department) - Civilian Faculty
 Member (Professor or Associate Professor)
 Member (Military Representative from Searching Department) -
 PUSMA/Academy Professor
 Member - Civilian Faculty Member (Professor or Associate Professor)
 Member - PUSMA/Academy Professor
 Member - Department of the Army Representative

Four members will be chosen from eligible PUSMAs, Academy Professors (FA47), Professors, and Associate Professors. Two of the members will be representatives from the searching department (one Academy Professor and one civilian Professor/Associate Professor). PRD will aim to achieve disciplinary balance among the members from the searching department. One member will be a PUSMA or Academy Professor from another department; and one member will be a civilian Professor or Associate Professor from another department.

To underscore interdisciplinary emphasis at USMA, one of the above four members will be from the complementary disciplines, i.e. a committee choosing a PUSMA for a Mathematics, Science, or Engineering discipline must have one professor from the Humanities and Social Science disciplines. The last member of the committee will be a Department of the Army representative recommended by the Chief of Staff of the Army, G-1. The final list is approved by the Dean of the Academic Board and the Superintendent, USMA.

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, approved by Congress, and appointed by the President of the United States.

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

6. Selection Procedures.

a. Professors, USMA. The selection procedures for PUSMAs are shown in chronological order in Appendix A.

b. Advertisements: A PUSMA selection committee will announce its search for individuals to occupy PUSMA 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, **recent operational 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. Officers should have no less than 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 LLD 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 must clearly be capable of and willing to earn the degree as their first task upon selection.

(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 PUSMAs.

d. Consultants. After determining the leading candidates for PUSMA 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 Commandant of Cadets for DPE and the Superintendent. In cases where the field of candidates is of sufficient quality to recommend nominees for a position, the selection committee report will include a recommendation 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 committee's 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. 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

8. Proponent. The proponent for this DPOM is the Associate Dean for Plans and Resources, Plans and Resources Division (MADN-PRD), x5811.

FOR THE DEAN OF THE ACADEMIC BOARD:

A handwritten signature in black ink, appearing to read 'K. Sheetz', with a stylized, cursive script.

KRAIG E. SHEETZ

COL, MI

Director of the Dean's Staff

Appendix A: Chronological Checklist for PUSMA Selection.

| | |
|-----|---|
| 1. | Department Head submits a request to O/Dean (PRD) to obtain authorization to begin a search. |
| 2. | Department Head sends 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 and Superintendent's approval of the search, the search committee structure, and advertisement(s). |
| 5. | PRD submits a request to Army G1 for DA representation |
| 6. | Dean and Superintendent approve the search and committee membership. |
| 7. | PRD publishes committee orders and distributes them to all members. |
| 8. | PRD distributes packet of instruction to the committee Chair and the committee secretary. |
| 9. | Committee sends position vacancy announcement to potential candidates. |
| 10. | Committee secretary collects applications. |
| 11. | Committee members review applications and determine which applicants should be interviewed. |
| 12. | PRD determines the number of applicants that can be interviewed based on available funding. |
| 13. | Applicants are interviewed. |
| 14. | Committee secretary provides the names of the finalists to PRD for HRC assessment of availability and suitability |
| 15. | Civilian consultants complete review of top candidate applications. |
| 16. | Committee provides a recommendation to the Dean and Superintendent. |
| 17. | Committee submits their recommendation to the Academic Board for approval. |
| 18. | PRD prepares the nomination for confirmation of the selected officer. |
| 19. | PRD forwards nomination through USMA G1 for the Army G1. |
| 20. | Army G1 coordinates nomination as appropriate to obtain a recommendation from the President of the United States and confirmation by the US Senate. |
| 21. | Orders are published. |
| 22. | Nominated officer is notified by the Dean of the Academic Board of the Senate confirmation. |
| 23. | Nominated officer coordinates with USMA G1 for official ceremony. |
| 24. | Officer signs Oath of Office. |



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 Professor USMA, Department of ____

1. References:

a. Paragraph 1.16 and 1.26, AR 210-26, Installations, United States Military Academy, 9 December 2009.

b. Dean's Policy and Operating Memorandum 3-19, Professors United States Military Academy, dated 1 August 2012.

c. USMA Diversity Policy, 14 August 2013.

d. Memorandum, MADN-PRD, dated ____, Subject: Search for Professor, USMA 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 Professor USMA 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 advertisements for the positions 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 xxx officers who were identified through a query of the Army database as potentially qualified based on their academic background. The query identified xxx female officers and xxx minority officers.

d. **Comments regarding applicants (must include comments on the number of female and minority candidates):** Example: 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 one female officer, and the applicants for Leadership and Management Studies included three female officers (two of whom were minority officers) and three African-American male officers. The committee reviewed these files in January 2006 and selected five 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. Example: 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 Professor USMA.

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 ELDP. Through dedication and persistent effort, LTC ___ successfully negotiated an arrangement with Columbia University to be the degree-granting institution for ELDP, 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 a Professor USMA.

4. Comments regarding the timeline for Senate Confirmation as FA47A, Advanced Civil Schooling, Operational Experience, and assignment to West Point to assume duties as Professor USMA. 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 and Superintendent.

Example: LTC ___ should be confirmed into Career Field FA47A effective _____. Civil Schooling should be sought in May YEAR with assumption of duties at USMA in June YEAR. HRC agrees with the timeline.

Encls.
Resume
ORB

(Signature Block of Committee Chair)