

DEAN'S POLICY AND OPERATING MEMORANDUM 03-19

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

MADN-PRD-HR

22 August 2023

Memorandum No. 03-19

PROCEDURES FOR SELECTING PROFESSOR, UNITED STATES MILITARY ACADEMY

1. PURPOSE.....	1
2. APPLICABILITY.....	1
3. GENERAL.....	1
4. COMMITTEE APPOINTMENT.....	2
5. COMMITTEE COMPOSITION.....	2
6. PROCESS.....	2
7. NOMINATION APPROVAL AND ORDERS.....	4
8. REFERENCES.....	5
9. PROPONENT.....	5
APPENDIX A: CHECKLIST FOR PUSMA SELECTION.....	A-1
APPENDIX B: EXAMPLE SELECTION COMMITTEE REPORT.....	B-1

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

2. **Applicability.** This policy applies to the procedures for selecting Army officers to be PUSMA in Functional Area (FA) 47A.

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

4. **Committee Appointment.** The Superintendent will establish PUSMA selection committees.

5. **Committee Composition.**

a. Professor, USMA, selection committees will consist of a minimum of six voting members plus a secretary without vote. The Superintendent will choose a PUSMA as the chair for each committee. The searching department will choose two representatives to be their voting members, one military representative from their PUSMA and Academy Professors (AP) and one civilian representative from their Civilian Professors and Associate Professors. Departments can choose additional AP or civilian faculty as non-voting members to provide discipline-specific expertise and advice to the committee, as necessary. Two voting members will be an AP and a Civilian Professor or Associate Professor from other departments. The last voting member will be a DA representative recommended by the DA G-1. To provide interdisciplinary diversity, at least one of the committee members will be from a complementary discipline, i.e., a committee choosing a PUSMA for a Mathematics, Science, or Engineering (MSE) discipline must have one voting member from the Humanities and Social Science (HSS) disciplines, and vice versa. The Superintendent will modify the committee composition as necessary for a Director of Admissions search to include key stakeholders in the admissions process from the USMA Staff, Dean, United States Corps of Cadets (USCC), and Office of the Director of Intercollegiate Athletics (ODIA) instead of the standard composition described above and depicted below.

Chair - PUSMA

Member (Department) - Civilian Professor/Associate Professor

Member (Department) - PUSMA/AP

Member - Civilian Professor/Associate Professor

Member - AP

Member - DA Representative

Secretary – Non-voting member selected by the committee chairperson

b. The Dean's Human Resources (HR) Branch will use a duty roster to ensure that the tasking procedure for committee participation is fair, equitable, and consistent. The Dean's HR Branch will task departments to nominate voting members in specific categories (e.g., Academy Professor, Civilian Professor/Associate Professor) to serve on PUSMA search committees. Upon receipt of the nominations, the HR Branch will verify that each committee has the appropriate structure, an appropriate disciplinary mix, and diversity in accordance with guidance provided by the Superintendent.

c. Members will serve until recommended candidates have been nominated by the Superintendent to DA.

6. **Process.**

a. Selection procedures. The selection procedures for PUSMAs are shown in chronological order in Appendix A.

b. Advertisements. The selection committee will formally announce its PUSMA search to attract eligible, talented officers. Departments conducting a PUSMA search will develop a draft announcement that will be reviewed and approved by the committee chairperson. At a

minimum, the Dean's HR Branch will publish the announcement on the USMA G1 web site and coordinate with Human Resources Command (HRC) to publish a Military Personnel (MILPER) message announcing the search and directing candidates to the USMA G1 web site to read the individual search announcement. Selection committees can also place the announcements in a variety of publications and contact eligible officers through email and other means to ensure the announcement reaches a comprehensive talent pool.

c. Criteria for evaluating candidates. Although the below criteria are not all inclusive, committees shall use these criteria as a general guide when evaluating candidates. The evaluation should be grounded in talent-based criteria as defined by the committee with input from the selecting department. The committee and selecting department should determine knowledge, skills, and behaviors desired for the position, establish metrics and mechanisms that will allow evaluation of the talent-based criteria, and consider conducting talent-based assessments as part of the selection process.

(1) Military. The military experience of the nominated officers should be characterized by outstanding performance throughout their professional careers. Length of service, breadth of experience, depth achieved in their branches and functional areas through key developmental assignments, successful completion of Intermediate Level Education (ILE), and recent operational and leadership experience should be considered as significant factors in assessing the military qualifications of the nominees. Candidates recommended for PUSMA should have at least 16 years of commissioned service and be a Lieutenant Colonel or Colonel upon anticipated career field designation to FA47A, PUSMA.

(2) Academic. The nominated officers 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 possess strong interest in research and publication to reinforce the teaching mission. Possession of a Ph.D. or LL.D. in an appropriate field is expected and it would be a rare and qualified exception if a PUSMA nominee did not possess a doctoral degree except in the case of the Director of Admissions. The committee will also give important consideration for academic governance experience; senior academic credentials are preferred.

(3) Personal. The nominees must demonstrate the high standards of character, morality, and judgment expected of career officers in the US Army to ensure they are aligned with the Academy's mission and compatible 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 a PUSMA.

d. Screening. The committee chairperson will forward a list of finalists to the Dean's HR Branch for screening with HRC. Human Resources Command will assess the promotion potential and assignment availability of the finalists for the committee's consideration. The committee must ensure the recommended nominees have strong promotion potential to COL and are available for assignment to USMA in the desired timeframe.

e. Consultants. After determining the finalists, 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.

f. Inability to locate qualified candidates. If a selection committee determines it cannot locate a candidate who meets the qualifications for PUSMA, they should recommend leaving the position vacant for as long as necessary to find a qualified candidate. The committee chairperson should inform the Dean of the Academic Board as soon as possible of the committee's recommendation in such a case.

g. Recommending qualified candidates. After considering the candidates' records, their interviews, and the consultants' views, the committee will submit its recommendations to the Dean of the Academic Board, the Commandant of Cadets for the Director of the Department of Physical Education, and the Superintendent using the report at Appendix B. 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 timelines for career field designation. If a woman or minority officer is not in the top three to five choices, the committee must 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. The committee will meet to discuss its report with the Dean and the Superintendent prior to making its recommendation to the Academic Board. The committee chairperson will present the committee's recommendation to the Academic Board for review, discussion, and formal recommendation to the Dean and Superintendent.

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

7. Nomination Approval and Orders. Title 10 United States Code (USC) governs the selection and establishment of PUSMA. They are recommended by the Academic Board, nominated by the Superintendent, appointed by the President of the United States, and confirmed by the Senate. After receiving the PUSMA nomination from the Superintendent, the Dean's HR Branch will coordinate approval, appointment, and confirmation of PUSMA nominations through DA G-1. Upon receipt of the scroll showing Senate confirmation, the Dean's HR Branch will coordinate with HRC to produce official appointment orders. Officers will not be designated as an FA 47A, PUSMA, until they meet the following conditions:

a. Officer has successfully completed a Ph.D., LL.D., or equivalent terminal degree. In practice, DA can make an exception to policy for the Ph.D. requirement for the Director of Admissions since they are a FA47A PUSMA but not one of 28 permanent professors as described in Title 10 USC.

b. Officer is physically assigned to USMA.

c. Officer is filling an FA 47A authorization on the USMA Table of Distribution and Allowances (TDA).

8. **References.**

- a. U.S. Code: Title 10 - Armed Forces.
- b. AR 150-1, United States Military Academy, Organization, Administration, and Operation, 12 January 2021.

9. **Proponent.** The proponent for this Dean's Policy and Operating Memorandum is the Human Resources Branch, Office of the Dean (MADN-PRD-HR), x2695.

FOR THE DEAN OF THE ACADEMIC BOARD:

KRISTA WATTS
COL, Academy Professor
Vice Dean for Operations

APPENDICES:

- A – Checklist for PUSMA Selection
- B – Example Selection Committee Report

1.	Department Head submits a request to the Dean's HR Branch to obtain the Superintendent's authorization to begin a search.
2.	Department Head submits a proposed advertisement and parameters to the Dean's HR Branch to query Army personnel databases for qualified candidates.
3.	Dean's HR Branch obtains the Superintendent's approval of the search and committee membership.
4.	Dean's HR Branch submits a request to Army G1 for DA representation.
5.	Dean's HR Branch publishes committee orders and distributes them to all committee members.
6.	Dean's HR Branch briefs and distributes instructions to the committee chair and secretary.
7.	Committee chair approves final announcement and sends it to the Dean's HR Branch.
8.	Dean's HR Branch submits MILPER Message to HRC and publishes PUSMA search announcements on USMA G-1 web site.
9.	Committee sends PUSMA search announcement to potential candidates.
10.	Committee chairperson meets with the Vice Dean for Resources to discuss talent-based criteria, assessments, interview questions, and other relevant topics.
11.	Committee secretary collects applications.
12.	Committee members review applications and determine which applicants should be interviewed.
13.	Committee requests TDY funding from Dean's Budget Branch for candidate interviews as necessary and based on available funding.
14.	Committee interviews applicants.
15.	Committee secretary provides the names of the finalists to Dean's HR Branch for HRC assessment of availability and potential for promotion.
16.	Civilian consultant completes review of top candidate applications.
17.	Committee provides a recommendation to the Dean and Superintendent using Appendix B.
18.	Committee chairperson presents their recommendation to the Academic Board for approval.
19.	Dean's HR Branch prepares the nomination packet for the selected officer.
20.	Dean's HR Branch submits nomination through USMA G1, Dean, Commandant (as necessary) and Superintendent to DA G1.
21.	DA G1 coordinates nomination to obtain a recommendation from the President of the United States and confirmation by the US Senate.
22.	Upon receipt of the scroll for Senate confirmation, Dean's HR Branch coordinates with HRC to have PUSMA Orders published.
23.	Nominated officer is notified by the Superintendent of the Senate confirmation and orders.
24.	Nominated officer conducts official PUSMA appointment ceremony.
25.	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. Paragraphs 1-21 a. and B-11, AR 150-1, United States Military Academy, Organization, Administration, and Operation, 12 January 2021.

b. Dean's Policy and Operating Memorandum 3-19, Procedures for Selecting Professors, United States Military Academy, 22 August 2023.

c. USMA Command Policy #3 Diversity Equity, and Inclusion, 27 June 2022.

d. Memorandum, MASP, dated _____, Subject: Search for Permanent 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 Permanent Professor position(s) in the Department of (Reference D). 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 careers; and that they must have high standards of character, morality, and judgment.

c. The Office of the Dean placed a MILPER Message on the Human Resources Command website, an announcement on the USMA G1 website and distributed a local announcement to all Academic Departments at USMA. 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 permanent professor position. The applicants included _____ female officers (two of whom were minority officers) and three African-American male officers. The committee reviewed these files in October 20xx and selected _____ candidates for interviews. The committee concluded that, by virtue of academic background and record, as well as military experience, none of the minority or female officers were qualified for either position. The committee interviewed the selected five candidates during November 20xx.

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 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, 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 a Permanent 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 a Permanent Professor.

4. Comments regarding the timeline for Senate confirmation to FA47A PUSMA, Advanced Civil Schooling, Operational Experience, and assignment to West Point to assume duties as a Permanent Professor. If the Committee's timeline recommendation conflicts with that recommended by HRC, note it below and ensure that is a point of discussion with the Dean and Superintendent.

5. LTC ___ has already completed his Ph.D. and should be appointed as a permanent professor upon completion of an appropriate operational assignment and assignment to West Point in a valid FA47A TDA authorization.

Encls.
Resume
ORB

(Signature Block of Committee Chair)