

**OFFICE OF THE DEAN
UNITED STATES MILITARY ACADEMY
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**MADN
DPOM 03-12**

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**DEAN'S POLICY AND OPERATING MEMORANDUM
PERFORMANCE REVIEWS OF PERMANENT PROFESSORS**

1. Purpose. This section implements the program of performance reviews of Professors, USMA, approved by the Secretary of the Army and based on his statutory authority to retire a Professor, USMA with more than 30 years of service.

2. Applicability. These policies and procedures apply to all Professors, USMA.

3. Evaluating the Accomplishments of the Professors, USMA. This memorandum describes a two- stage system. The first stage occurs at the 30-year mark and is based on the annual Officer Evaluation Report. Every five years thereafter, in addition to the annual OER, a panel chaired by the Superintendent, will review the accomplishments and fitness for continued service as a Professor, USMA.

a. First stage. The OER is the proper means for assessing both the accomplishments of Professors, USMA and their potential for continued service. Through the 30th year, the Dean (the Commandant, in the case of the Head of the Department of Physical Education and the Superintendent, in the case of the Director of Admissions) will rate the Professors, USMA, who are department heads; the Superintendent will act as senior rater. The Dean will act as intermediate rater of the deputy department heads, and the Superintendent will act as their senior rater. The Dean will act as the rater of the Vice Dean for Resources, and the Superintendent will act as senior rater.

b. Second stage. A panel chaired by the Superintendent will review the accomplishments of Professors, USMA, at their 35th year of service. Other panel members will include the Deputy Chief of Staff for Personnel (G-1), Headquarters, Department of the Army; Director of the Army Staff; and the Dean of the Academic Board. The Commandant of Cadets will be an added member of the panel to review the Professor and Head, Department of Physical Education. The Assistant Judge Advocate General will be an additional member of the panel that reviews the Professor and Head, Department of Law. These reviews will be conducted according to criteria approved by the Secretary of the Army. Upon conclusion of a review, a professor may continue to serve for an additional five years, at which time he or she will undergo another panel review. Should a review warrant, the panel will recommend to the Secretary of the Army that the professor should be retired not later than one year from the date of the performance review. That recommendation rests on the existing statutory authority for the Secretary of the Army to retire a professor with more than 30 years of service.

c. Review criteria. Criteria by which Professors, USMA, will be evaluated at the second stage are directly connected to those criteria now used to select Professors, USMA. In addition, currency of service to the Army will be included as a factor for consideration by the performance review panel. Professors, USMA, receiving 35- and 40-year performance reviews will appear before the review panel. Upon completion of a favorable review, professors may continue to serve for an additional period of five years. Upon the completion of each 5-year term, professors will have their performance reviewed again in the same manner. These review criteria are listed in Annex A (or in Annex C for the Director of Admissions).

4. Evaluating the Accomplishments of the Dean. The professor selected to be Dean will serve a 5-year term. Extensions to the Dean's 5-year tenure will be as recommended by the Superintendent and approved by the Secretary of the Army for periods of up to five additional years.

a. First stage. A first-stage evaluation is unnecessary for a Professor, USMA, selected to be Dean prior to the 30th year of service; the selection procedures themselves satisfy the requirement.

b. Second stage. The same panel (less the Dean) established to evaluate the Professors, USMA, will also evaluate the Dean's accomplishments at the end of the 5-year term and recommend to the Secretary that the Dean retire or be extended on active duty for up to five or more years.

c. Review criteria. As in the second-stage review of the other Professors, USMA, the Dean will have his or her performance reviewed using criteria directly connected to the criteria used to select the Dean from among the department heads. These review criteria are listed in Annex B.

5. Review Procedures.

a. Review schedule. Professors, USMA will be routinely scheduled for first- and second-stage reviews in accordance with subparagraphs 4a and 4b above.

(1) The Dean will undergo a second-stage review after serving five years in that capacity.

(2) Professors, USMA, with less than 30 years of service will undergo a first-stage review after each has served 30 years, and second-stage review every five years thereafter.

b. Procedures.

(1) First-stage reviews based on a professor's 30-year OER will be conducted according to procedures developed jointly by the Dean (Commandant, in the case of the Professor and Head, Department of Physical Education) and the Superintendent. The Associate Dean for Human Resources will maintain a suspense system for first-stage reviews. No later than five months prior to the date that a professor's final OER is due at the Army Human Resources Command, the Associate Dean for Human Resources will notify the professor in writing that this

30-year OER will be used as the vehicle for the first-stage review. Copies of the notification will be furnished to the Dean (Commandant, in the case the Professor and Head, Department of Physical Education) and Superintendent. Upon receipt of the notification, the professor will prepare a summarized curriculum vitae which specifically devotes one paragraph to each of the five faculty domains described in DPOM 05-03. The curriculum vitae will be given to the Dean two weeks prior to the scheduled review.

(2) The Associate Dean for Human Resources will maintain a suspense system for second-stage reviews and, no later than six months prior to the date that a professor is to undergo a second-stage review, will affect the necessary coordination to convene the review panel. The Dean will inform the professor in writing of the date of the review no later than three months prior to the review. Professors undergoing second-stage reviews may submit the following to the Dean: resumes, curriculum vitae, publications to which they contributed as author or editor, software they developed, after-action reports of duty with the Army in the field, and other materials they believe relate to the review criteria. In addition, the Dean (and the Commandant, in case of the review of the Professor and Head, Department of Physical Education) may submit materials relevant to the review criteria.

(3) The outcomes of first- and second-stage reviews will be forwarded to Professors, USMA, in writing as soon as possible after the review. The Superintendent will sign these notifications.

(4) Professors, USMA, receiving unfavorable reviews who decide to retire voluntarily in lieu of awaiting action by the Secretary of the Army will be accorded all retirement options provided by Army regulations.

6. Reference. AR150-1, United States Military Academy.

7. Proponent. The proponent for this DPOM is the Associate Dean for Human Resources.

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1. Annex A – Criteria for Review,
Professor, USMA
2. Annex B – Criteria for Review,
Dean of the Academic Board
3. Annex C – Criteria for Review,
Director of Admissions

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ANNEX A: Criteria for Review, Professor, USMA

1. Professional. The professor must:

- a. Possess a Ph.D. degree or equivalent (LL.M. in the case of the Professor and Head, Department of Law).
- b. Demonstrate a consistent record of academic growth, fulfilling the potential that led to selection as a professor. Post-doctoral works, research, publications, and presentations are considered evidence of such achievement.
- c. Demonstrate a commitment to academic excellence through teaching, curriculum evaluation and development, faculty development, academic counseling, participation in conferences and seminars, participation on institutional academic committees, and contributions to cadet community extracurricular achievement.
- d. Continue to demonstrate the outstanding manner of performance of military duties that led to selection as professor. Performance as professor (including departmental leadership and competence in personnel, fiscal, and logistical matters) will be the primary consideration. This includes maintaining currency in military matters through service with the Army in the field, research on problems of interest to the Army, and other forms of military professional development.
- e. Support a program of professional currency for other members of the department's faculty.
- f. Demonstrate high standards of military bearing, appearance, and physical fitness and maintain similarly high departmental standards in these areas.

2. Personal. The professor must:

- a. Desire to serve beyond the review period.
- b. Work constructively with colleagues in routine coordination and on committees and study groups.
- c. Demonstrate a distinctively moral lifestyle characterized by integrity and intellectual honesty.

ANNEX B: Criteria for Review, Dean of the Academic Board

1. Professional. The Dean must:

- a. Possess a Ph.D. degree or equivalent.
- b. Manifest a personal philosophy that is in consonance with the mission of the Military Academy, especially with respect to duties as chief executive for the Academic Program and Chair of the Academic Board.
- c. Continue to grow intellectually in his or her discipline through teaching, lecturing, reading, schooling, conference attendance, membership in professional associations, research, and publication.
- d. Demonstrate a commitment to high academic standards and fostering an educational environment conducive to teaching and learning.
- e. Foster an environment among the departments conducive to research by faculty and cadets.
- f. Demonstrate leadership and competence in educational matters involving a variety of academic disciplines other than his or her own.
- g. Demonstrate growth and development in administration, especially with regard to personnel, logistics, fiscal, and curricular matters. Of particular importance is facility in long-range planning and coordination with the Department of the Army and its systems.
- h. Seek close working relationships with the Commandant, the Director of Intercollegiate Athletics, the Director of Admissions, the USMA Chief of Staff, the deans of the other service academics, the commandants of the senior service colleges, and key staff officers at HQDA.
- i. Sustain the program for the professional military development, including senior service college attendance, of the permanent faculty, to include providing the resources necessary for an active program.
- j. Demonstrate high standards of military bearing, appearance, and physical fitness, and encourage similarly high departmental standards for the faculty in these areas.

2. Personal. The Dean must:

- a. Desire to serve beyond the review period.
- b. Demonstrate an ability to work effectively and harmoniously with the Commandant, the Director of Intercollegiate Athletics, the department heads, the permanent faculty, and the USMA staff, especially in the forums of governance committees and the Academic Board.

c. Demonstrate a distinctively moral lifestyle characterized by integrity and intellectual honesty.

ANNEX C: Criteria for Review, Director of Admissions

1. Professional. The professor must:

- a. Possess a degree commensurate with the work of an admissions director for a university. This could be a master's or doctoral degree in fields such as Business, Public Policy, Administration, Industrial Organization, leadership, or any other applicable degree.
- b. Demonstrate a consistent record of growth in admissions innovations and organizational effectiveness that enhances the Army's ability to acquire high potential talent through West Point admissions, which ultimately end up as Army commissions.
- c. Continue to demonstrate the outstanding manner of performance of military duties that led to the selection as the Admissions Director. Performance as the Admissions Director includes service with the Army in the field, supporting policies and programs of interest to the Army, and other forms of military professional development.
- d. Support a program of professional development for other members of the Admissions office.
- e. Demonstrate high standards of military bearing, appearance, and physical fitness and maintain similarly high departmental standards in these areas.

2. Personal. The professor must:

- a. Desire to serve beyond the review period.
- b. Work constructively with colleagues in routine coordination and on committees and study groups.
- c. Demonstrate a distinctively moral lifestyle characterized by integrity and intellectual honesty.