

# DEAN'S POLICY AND OPERATING MEMORANDUM 07-01

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

MADN  
Memorandum No. 07-01

17 February 2020

### FIRST YEAR AND BEYOND (FYB)

1. **Purpose.** This memorandum defines the goals of the First Year and Beyond (FYB) program at the United States Military Academy and establishes procedures for program administration, participant selection, designation of responsibilities, and program assessment. The FYB program is intended to assist select cadets who, based on their performance at the six-week grade point of the first-term academic courses, are having difficulty adapting to the rigors of the academic program. In addition to the immediate relief and assistance provided during the first term, FYB helps these cadets develop as self-directed learners by continuing to provide educational scaffolding as they move beyond their initial academic term. This scaffolding is deliberately reduced as the cadets progress through their 47-month experience.

2. **Applicability.** The policies and procedures stated in this memorandum are applicable to all academic departments, USCC (including BTM, DMI, and DPE) and ODIA in matters related to the academic performance of FYB program participants.

3. **Goals.** The FYB program is intended to assist selected cadets:

- a. Demonstrate appropriate study behaviors.
- b. Adhere to FYB Team Leader recommendations and use them to improve academic performance.
- c. Graduate from the United States Military Academy:
  - (1) Pass academic courses.
  - (2) Meet academic peg points as defined in the Red Book.
- d. Develop as self-directed learners.

4. **Program Administration.** The FYB program is managed by the FYB Coordinator in the Center for Enhanced Performance (CEP). The FYB Coordinator is responsible for program administration and receives guidance from the CEP Director and the Associate Dean. Academic Affairs and Registrar Services (AARS) sends a list of cadets who should be considered for the program to the FYB Coordinator at the 6-week grade point. The FYB Coordinator requests USCC, departmental, and ODIA feedback to identify the cadets who will be invited to join FYB. Once potential cadets are identified, the FYB Coordinator counsels the cadets and determines their interest in volunteering for the program. Following FYB selection, the FYB Coordinator assigns a FYB Team Leader from the CEP faculty to each participating cadet. The FYB Team Leaders work closely with FYB cadets, their instructors,

coaches, and their chains-of-command to promote the cadets' success.

**5. Policy.** There are four main components to FYB: Cadet Identification, Course Modification, Program Responsibilities, and Program Assessment.

a. Cadet Identification.

(1) On / about six-week grades, AARS generates a list of potential FYB cadets based on a modified version of the Academic Performance Score (APS). This is determined by the following formula:

$$\frac{\sum (\text{grade in course (\%)} * \% \text{ course complete} * \text{course credit hours})}{\sum (\text{credit hours} * \% \text{ complete})}$$

(2) AARS submits this list to the FYB Coordinator.

(3) The FYB Committee (the Associate Dean, the Registrar, the FYB Coordinator, CEP Director, and AEP Director) review this list, request departmental, USCC and ODIA feedback to identify candidates for FYB, and, based on the available information, invite cadets into the program via a meeting held shortly after the list is published.

(4) During the invite meeting, the Associate Dean, Registrar, and/or the FYB Coordinator explain the program, provide the FYB candidates with a copy of the FYB policy (Appendix B), and offer these cadets the opportunity to participate in FYB. Prospective cadets have a limited time to accept or decline this opportunity in writing, to include a statement explaining the rationale for their decisions (Appendix C). Cadets are not allowed to enroll beyond the deadline (except with an exception to policy approved by the Dean).

b. Course Modification.

(1) Cadets volunteering for the FYB program identify which course they would like dropped from their first-term academic schedule and include this recommendation in the written statement accepting the FYB invitation (Appendix C).

(2) The Associate Dean, Registrar, and FYB Coordinator review departmental and cadet information and develop a recommendation to the Dean regarding which cadets should be enrolled in FYB. This recommendation includes the most appropriate course to be dropped from the first-term schedule, and the rationale for this selection.

(3) The Associate Dean forwards the cadets' names, course drop recommendations, and rationale to the Dean of the Academic Board for final approval.

(4) Once approved by the Dean, AARS modifies participating cadets' first-term academic schedules to reduce their initial workload by one course, thereby affording them the opportunity to develop the skills necessary to succeed in the academic program.

(5) AARS adds DC100, Directed Underload Course, to their schedules. DC100 is designed specifically for FYB. The time allotted for DC100 is intended for FYB cadets to work with their FYB Team Leaders, schedule Additional Instruction (AI), use the library, and study. If an FYB cadet was not in RS101, Student Success Course, the DC100 time includes RS101 instruction.

(6) The FYB Team Leaders schedule periodic meetings with cadets to facilitate the necessary level of support for the individual cadets.

(7) Most FYB cadets take a course during the first available STAP period following the term they entered the program. This allows program participants to attend Cadet Field Training.

(8) If an FYB cadet fails a course, he/she is treated like any other cadet. His/her case appears before the Academic Board and he/she may be programmed for an additional STAP period, may be turned-back, or may be dismissed from the Academy.

(9) The FYB selection and course drop process occurs within 10 working days of 6-week grades.

(a) AARS sends a list of FYB candidates to the FYB Coordinator on the day 6-week grades are posted. (Day0).

(b) The FYB Coordinator contacts staff and faculty involved with selection within 24 hours. (D+1)

(c) Staff and faculty respond to the FYB Coordinator with recommendations within 36 hours. (D+2)

(d) The Associate Dean, Registrar and FYB Coordinator select cadets to offer FYB admission within 48 hours. (D+3)

(e) The Associate Dean and FYB Coordinator meet with cadets, brief them on FYB and receive the cadets' decisions within 2 working days. (NLT D+5)

(f) The Associate Dean, Registrar, and FYB Coordinator meet to select cadets' courses to be dropped. The Associate Dean presents recommendations to the Dean within 24 hours. (D+6)

(g) The Associate Dean notifies AARS and the FYB Coordinator of the Dean's final decision within 24 hours. (D+7)

(h) If any cadets offered FYB do not volunteer to participate, the FYB committee will offer those spaces to more cadets within one day (D+8)

(i) Cadets offered FYB in the second round will turn in forms after an individual information session with the FYB coordinator. (D+9)

(j) All courses for all cadets to be dropped after approval from the Dean (D+10)

**c. Program Responsibilities.**

(1) Cadet Responsibilities. Ultimately FYB cadets are responsible for their own learning. To this end, the individual cadet is responsible to:

(a) Maintain a portfolio with a personal plan for success that includes needs, assistance, and a record of progress.

(b) Prepare for class and complete all assignments.

(c) Meet with his/her instructors for AI, obtain updates on his/her performance in class, and identify areas for improvement.

(d) Maintain a record of AI and tutor assistance received.

- (e) Attend all scheduled meetings and appointments.
- (f) Adhere to FYB Team Leader recommendations and use them to improve academic performance.
- (g) Develop and demonstrate appropriate study behaviors.
- (h) Respond to FYB Team leader emails within 24 hours.

(2) FYB Team Leader Responsibilities. FYB Team Leaders play a critical role in the success of this program. FYB Team Leaders:

- (a) Determine the DC100 schedules for the term based upon their individual cadets' needs and meet with their cadets on a regular basis in DC100.
- (b) Mentor, guide, and work with FYB cadets to develop ways to improve cadets' performance.
- (c) Collaborate with TACs, faculty, ORs/OICs/coaches to develop continuity and community, ensure accomplishment of basic skills, and provide communication among members of the team.
- (d) Receive, monitor, and discuss with FYB cadets reports on cadets' performance from TACs, ORs/OICs/coaches, and faculty to assist cadets in achieving success.
- (e) Share FYB cadets' progress reports and pertinent information with TACs, ORs/OICs/coaches, and faculty.
- (f) Keep records that provide a summary of all meetings and other collaborative efforts.
- (g) Continue assisting cadets beyond their first term by providing additional learning tools and reinforcement for academic progress and helping them to build upon their existing knowledge as they take more responsibility for their learning.

(3) FYB Team Responsibilities. In addition to the expectations placed on each cadet, the program also requires a team effort to succeed. A team is comprised of the cadet, the FYB Team Leader, all the cadet's current faculty, the cadet's TAC/TAC representative, ORs/OICs/coaches, and any other individuals that have a vested interest in the cadet's success. The FYB Team:

- (a) Dialogues with the FYB Team Leader and other team members as to FYB cadet performance. This dialogue may include email, phone, and/or face-to-face meetings, as deemed necessary by team members.
- (b) Sends updates on all activities associated with the FYB cadet to include any major changes, progress reports (good or bad), and observations to the FYB Team Leader on a regular basis.

(4) Chain-of-Command Responsibilities. An important relationship exists between the cadet's TAC and the FYB Team Leader. It is crucial that the TAC and FYB Team Leader work together to determine the level of involvement necessary by the Chain-of-Command in facilitating the cadet's success in the program.

d. Communications. Email and the AMS FYB Portal is used to improve communications between team members and track individual cadet performance.

e. Program Assessment. The Office of Institutional Research (OIR) provides assessment of the FYB program.

**6. References.**

- a. AR 25-50, Preparing and Managing Correspondence.
- b. USMA REG 25-2, USMA Staffing Procedures.
- c. DPOM 02-08, Academic Administration.
- d. DPOM 02-09, Academic Counseling.
- e. DPOM 02-12, Cadet Academic Monitoring System.
- f. DPOM 02-24, Summer Training Academic Program.
- g. DPOM 05-05, *Managing Curricular Change*.

7. **Proponent.** The proponent for this policy is the Center for Enhanced Performance, MADN-CEP.

FOR THE DEAN OF THE ACADEMIC BOARD:

MICHAEL YANKOVICH  
Colonel, EN  
Vice Dean for Operations

## Appendix A: First Year and Beyond Chronology

1. After six-week grades, AARS identifies potential FYB cadets based on a modified version of the Academic Performance Score (APS). This is determined by the following formula:

$$\frac{\sum (\text{grade in course (\%)} * \% \text{ course complete} * \text{course credit hours})}{\sum (\text{credit hours} * \% \text{ complete})}$$

2. The FYB Coordinator notifies prospective FYB cadets. During an informational meeting, the FYB Coordinator, AEP Director, and AARS representative brief the cadets on FYB and offer them the opportunity to enroll.

3. Cadets who volunteer for the FYB program are assigned to an FYB team whose goal is to see the cadet succeed at USMA. Members of the team include the FYB Team Leader (Academic Excellence Program instructor), TAC, all of the cadet's instructors, a librarian, and (if the cadet is a corps squad athlete) an Athletic Academic Support Coordinator (AASC), his/her coach/head OR, and any other individual that has a vested interest in the cadet's success.

4. The FYB cadet is under loaded by one course during the Fall term. The course is recommended to the Dean for his approval based on input from the cadet, Course Directors, and FYB Committee.

5. FYB cadets are enrolled in DCI00 during Z hour. This course meets regularly but is structured for cadets to work with their FYB Team Leaders, schedule and meet with instructors for AI, use the library, and conduct structured study.

6. Ultimately FYB cadets are responsible for their own learning. To this end, the individual cadet is responsible to:

a. Maintain a portfolio (with the assistance of their FYB Team Leader) with a personal plan for success, including needs, assistance, and a record of progress.

b. Meet with instructors for additional instruction (AI), to obtain updates on his/her performance in class, and to identify areas for improvement.

c. Maintain a record of AI, tutor assistance, and other academic assistance received.

d. Prepare for all classes and complete all assignments.

e. Meet with his/her FYB Team Leader on a weekly basis (or as designated by TL).

f. Acknowledge all requests from the FYB Team Leader promptly (within 24 hours); the TAC officer may be contacted if the cadet is not responding.

g. Attend all scheduled meetings and appointments.

h. Adhere to FYB Team Leader recommendations and use them to improve performance.

i. Commit to using all available resources to achieve academic excellence (AI, tutors, WPR/TEE prep sessions, library liaisons, etc.).

7. During the Spring term, FYB cadets have full academic loads (five academic courses).

8. Most FYB cadets take a course in the first STAP period.

9. In the event an FYB cadet fails a course, they are treated like any other cadet who fails a course.

**Appendix B**

DEPARTMENT OF THE ARMY  
**UNITED STATES MILITARY ACADEMY**  
West Point, NY 10996-1794

REPLY TO  
ATTENTION OF

MADN-CEP

October 20xx

MEMORANDUM THRU

Brigadier General Cindy Jebb, Dean of the Academic Board, United States Military Academy, West Point,  
New York 10996

FOR Cadets on this distribution list, United States Military Academy, West Point, New York 10996

SUBJECT: First Year and Beyond Program

1. Based on your academic performance during the first six weeks of this semester, you have been recommended for enrollment in the First Year and Beyond (FYB) program at the United States Military Academy.
2. This voluntary program is intended to assist cadets who are struggling with their academic coursework by offering these cadets the additional support that the FYB program provides.
3. If you choose to participate:
  - a. You will be allowed to drop one course from your current academic schedule. Course selection will be based on your desires as well as instructor recommendations. You will be notified as to which course has been dropped.
  - b. You will be enrolled in DC100, Directed Underload Course, during Z hour with a FYB Team Leader. This course meets regularly like any other course but is structured for you to work with your FYB Team Leader, schedule and meet with your other instructors for AI as necessary, use the library, and conduct structured study.
  - c. During the Spring Semester, you will take a full academic load (five courses). In addition, you will take a course in the upcoming Summer Term Academic Period (STAP).
  - d. In the event that you fail a course, your case will appear before the Academic Board and be treated like any other cadet. You may be programmed for an additional STAP period, turned-back, or dismissed from the Academy.
4. Ultimately you are responsible for your own learning. To this end, you will:
  - a. Prepare for all classes and complete all assignments.
  - b. Meet with your FYB Team Leader on a weekly basis (or as designated by my TL).

- c. Acknowledge all requests from my FYB Team Leader promptly (within 24 hrs.).
  - d. Meet with your FYB team leader as if I am attending a class. Your Tactical Officer may be contacted if you do not respond to your FYB Team leader consistently and in a timely manner.
  - e. Meet with your instructors for Additional Instruction (AI) or commit to using all available resources to achieve academic excellence (AI, tutors, WPR/TEE prep sessions, Library liaisons, etc.).
  - f. Maintain a record of AI, tutor, and other academic assistance received.
  - g. Attend all scheduled meetings and appointments.
  - h. Adhere to FYB Team Leader recommendations and use them to improve academic performance
5. Keep this memorandum and complete and return the attached form to the FYB Coordinator in the CEP, NLT 0800 on XXXX.

Encl  
Volunteer Enrollment Form

(Appropriate signature block)



**Appendix C: FYB Cadet Volunteer Signature Form**

**Instructions:** Cadet has until x October at 0800 to turn this form in to the FYB coordinator, CEP.

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I **do** volunteer to be in the FYB program because:

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I agree to participate in the First Year and Beyond program. I understand my responsibilities are to:  
**(Please read and initial all of the following and then sign below):**

- a. Prepare for all classes and complete all assignments. \_\_\_\_\_
- b. Meet with my FYB Team Leader on a weekly basis (or as designated by my TL). \_\_\_\_\_
- c. I will acknowledge all requests from my FYB Team Leader promptly (within 24 hrs). \_\_\_\_\_
- d. Meet with my FYB team leader as if I am attending a class. My Tactical Officer may be contacted if I am not responding to my FYB Team leader consistently and in a timely manner. \_\_\_\_\_
- e. Meet with my instructors for Additional Instruction (AI) \_\_\_\_\_ or commit to using all available resources to achieve academic excellence (AI, tutors, WPR/TEE prep sessions, Library liaisons, etc)
- f. Maintain a record of AI, tutor, and other academic assistance received. \_\_\_\_\_
- g. Attend all scheduled meetings and appointments. \_\_\_\_\_
- h. Adhere to FYB Team Leader recommendations and use them to improve academic performance. \_\_\_\_\_

Identify the course you would most like to drop as #1 and a second course in the order which you think would be most beneficial for you to drop. (You are allowed to drop PL100, IT105, EV203, CH101, HI105, or HI108.)

I would like to drop \_\_\_\_\_ because:

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Cadet Name (Print)

Cadet Signature

Date

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I **do not** volunteer to be in the FYB program because:

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I understand this is my only opportunity to participate in the program.

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Cadet Name (Print)

Cadet Signature

Date