

Office of the Dean
United States Military Academy
West Point, New York 10996-5000

MADN-ARS

18 February 2020

Memorandum No. 05-20

Dean's Policy and Operating Memorandum
05-20 Dean's Fellows Program

	Para
Purpose	1
Applicability	1
General	2
Selection Procedures	2
Service	2
Proponent	3

Dean's Fellows

1. Purpose. This DPOM describes the purpose of the Dean's Fellowship program, the procedures for selecting Dean's Fellows, and the responsibilities of Dean's Fellows while participating in the program.
2. Applicability. These policies and procedures apply to selecting faculty members for the Dean's Fellows program and the operation of the program.
3. General. The Dean's Fellows program supports continual improvement across the directorate by selecting Directorate faculty members for Fellowships with the responsibility to advance a portfolio of strategic initiatives related to the Directorate and Academy's mission. This program improves the Directorate's capacity to advance strategic initiatives, provides leadership opportunities for the Directorate's faculty members, and enables Directorate faculty members to gain a broader perspective of how the Directorate and Academy operates.
4. Selection Procedures.
 - a. A vice dean identifies strategic initiatives appropriate for creating a Fellowship opportunity and drafts a proposed description of the Fellow's responsibilities. The Dean of the Academic Board reviews and decides whether to approve the proposed Fellowship opportunity. Each Fellowship is designated by its focus (e.g. Dean's Fellow for Academic Building Renewal).

b. If approved by the Dean of the Academic Board, the Associate Dean for Strategy and Initiatives sends out a call for applications for the Dean's Fellowship opportunity in the Directorate's weekly email.

c. Search committees for Fellowships will consist of a minimum of three members. Search committees are chaired by the vice dean whose areas of responsibility are related to the portfolio of strategic initiatives assigned to the Fellow. Other committee members will be chosen from assistant deans and associate deans.

d. Criteria for evaluating candidates. The committee will use these criteria when evaluating candidates:

(1) Leadership. Faculty members selected as Fellows must have demonstrated success at USMA as a leader and possess the potential to lead an effort that will impact the Directorate and the Academy. Some examples of leadership experience include service as a program or course director; service as a committee or subcommittee chair of a Directorate or Academy committee; or leadership of a significant department, Directorate, or Academy effort.

(2) Expertise. Faculty members selected as Fellows must have some expertise or experience related to the portfolio of strategic initiatives they will be assigned.

(3) Personal. Faculty members selected as Fellows must have the character and temperament to work collegially with members of the staff and faculty and adapt to changing requirements. They should also demonstrate the motivation and determination to complete the requirements of the fellowship.

(4) Those applying to become a Fellow must be a Directorate faculty member and must have their department head's endorsement.

5. Service.

a. Fellows serve one to two-year terms depending on the nature of their portfolio of strategic initiatives. A Fellow's term may be extended by one year if agreed upon by the Fellow, relevant vice dean and Dean's staff member, and the Fellow's department head.

b. Fellows are responsible for fulfilling the responsibilities assigned to them as related to their portfolio of strategic initiatives and keeping their sponsor on the Dean's staff updated on their progress. Upon selection, they will work with their Dean's staff sponsor to create a plan to advance their portfolio of strategic initiatives. This plan will be approved by the relevant vice dean.

c. When available, Fellows are provided funding for travel and conference/workshop attendance to develop their expertise in the area related to the Fellowship.

d. Fellows remain in their departments, but they meet periodically with their sponsor on the Dean's staff to coordinate their efforts and provide updates. They will also periodically attend Dean's staff meetings and meet with the relevant vice dean and Dean of the Academic Board. Backfills will not be provided to departments of selected Fellows as the workload of Fellows will be that of a committee chair.

6. Proponent. The proponent is the Associate Dean for Strategy and Initiatives.

MICHAEL F. YANKOVICH
COL, EN
Vice Dean for Operations