

# THE FACULTY

USMA's unique mission, "to educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country and prepared for a career of professional excellence and service to the nation as an officer in the United States Army," requires a unique faculty committed to developing young leaders. Faculty at USMA are multifaceted. We are teachers, role models, mentors, institutional leaders, nationally and internationally renowned scholars, leaders in our respective professional societies, and caring, engaged members of the community. USMA faculty developed a bionic foot to change the lives of our wounded warriors; others conducted groundbreaking research in the field of combating terrorism; and still others continue to inform the nation's preparedness against weapons of mass destruction. The faculty's broad range of research pursuits creates a rich and engaging learning environment for faculty and cadets.




The USMA faculty model is deliberately designed to include individuals with varying career paths to meet the needs of our mission. A combination of full-time military and civilian faculty members make up the core of this blend of excellence. With advanced degrees from an array of academic institutions including, but not limited to, Harvard, Princeton, Yale, Stanford, MIT, Oxford, and Cambridge, the faculty are

united as exceptional educators dedicated to developing critical and independent thinkers who will succeed as Army officers. Approximately 18% of our faculty are senior military, 55% are junior military, and 27% are civilians (junior and senior). This blend of backgrounds is valued for providing diverse expertise and perspective to collectively accomplish our mission. Our military faculty are carefully selected from across the Army and our civilian faculty are recruited through nationally-competitive searches. Our most senior military faculty, Professors, United States Military Academy (PUSMAs), are nominated by the President of the United States and confirmed by the United States Senate.

## Senior Faculty

Our senior faculty includes a blend of military officers and civilians who have achieved the position of Professor, USMA; Academy Professor; and/or the academic rank of Associate



Professor or Professor in their respective disciplines. Senior faculty members offer academic expertise and provide continuity to the curriculum because of their long-term appointments. Our military faculty members bring careers of leadership experience in the operational Army, and our civilian faculty members provide strong connections to higher education and other areas of society. All senior faculty members are expert educators who understand pedagogy, curriculum design, course design, and best practices in assessment. They are responsible for establishing the intellectual foundation for service as a commissioned officer and fostering development in leadership, moral courage, and integrity essential to such service. They lead our academic programs, oversee the curriculum, and share in the governance of the institution. They are accomplished scholars who are actively engaged in research and other activities that advance their disciplines' bodies of knowledge and provide valuable intellectual expertise to our Army and the nation. They are responsible for mentoring and developing junior faculty both academically and professionally.

### Junior Faculty

The junior faculty is the largest group of faculty members at USMA. The junior military faculty is largely comprised of active duty captains and majors who usually teach at USMA for three years as a broadening opportunity. The goal of these assignments is to provide junior officers with exposure to different environments to gain new perspectives and to grapple with complex problems. These junior rotators arrive to West Point having just completed advanced degrees in their respective fields and will move back out to the operational Army following their tour here. Junior civilian faculty members come to USMA early in their academic careers after earning a PhD or equivalent training in their respective fields. Because they are usually fresh out of graduate school, the junior faculty are imbued with the latest pedagogical practices and cutting-edge research. Given their recent field experiences in the operational Army, our junior rotating military officers are particularly important role models and mentors for the cadets. Our junior civilian faculty also serve as key role models, providing depth of discipline and real world experience in the classroom. Some of the most lasting bonds that we see at USMA form among our junior faculty. Rotating military faculty often act as guides for new civilians as they experience military culture for the first time. Civilian faculty, usually fresh from earning their PhDs, are vital resources for junior military faculty who seek mentorship on research, teaching, and navigating the world of academia.

We often refer to our junior faculty as USMA's "second graduating class." During their time here, this group develops additional skills, knowledge, and experience that empowers their continued service in the Army and in the academic community. Aided by continual mentorship from senior faculty, our goal is for the junior faculty to use their graduate education and experiences teaching at USMA to grow into the next generation of senior leaders for the Army, for higher education, and for the nation.

## Accessible Faculty

The emphasis on cadet mentorship is one of the defining characteristics of the USMA faculty. These professional mentoring relationships begin in the classroom. We maintain small class sizes and have a low student-to-instructor ratio. Small classes facilitate an engaging formal learning environment filled with dynamic discussions, small group work, and in-person visits to meet with and observe key leaders in a given field. The low student-to-instructor ratio also provides faculty members the bandwidth to forge meaningful relationships with cadets in their classes and to meet with cadets for additional help as needed.

Interactions between faculty and cadets are not confined to the classroom. All USMA faculty are encouraged to become involved in other aspects of the cadet experience. A visitor to USMA will see faculty conversing with cadets in individualized instruction, visiting team practices, mentoring our highly competitive NCAA and club athletic teams, as well as providing leadership to our student interest clubs. USMA faculty also contribute to the holistic development of cadets when they host cadets in their homes as sponsor families and role models, providing an understanding of life in an Army family. In partnership with USMA's tactical officers and coaches, faculty members provide cadets diverse forms of focused mentorship.

## Faculty Development and Mentorship



As reflected in the strategic plan for the Dean's directorate (Appendix 1), the development of our faculty is a necessity as we build the strongest team possible to educate, inspire, and train leaders of character. There are opportunities and expectations for growth for all levels and types of faculty members based on their talents, aspirations, and roles. For example, new faculty are welcomed to the Academy with intensive teaching

workshops designed and delivered by academic departments. The Center for Faculty Excellence offers the Master Teacher Program, which builds teaching skills and cross-disciplinary relationships throughout the faculty. Faculty should take advantage of opportunities for development throughout their time at USMA and consider what best suits their individual talents and interests. Some possibilities may include: outside fellowships, research collaborations within and across departments, sabbaticals, operational experiences, Academy governance, conference participation, and the like.



All of these developmental activities reinforce one another as we continue to grow as scholars in our disciplines. The process of teaching often inspires ideas worthy of further investigation. Diving into research allows us to bring fresh perspectives back into the classroom and motivates subsequent teaching. Throughout this process, we also rely on and encourage our faculty to mentor one another. It is often these hallway conversations and discussions over lunch that have the most lasting impact and generate interesting research projects.

### Academic Staff

The academic staff serve alongside our faculty and are dedicated to providing foundational and enriching academic experiences. From classroom and laboratory support to the provision of core academic and administrative services, our mission could not be completed without our staff's commitment to excellence and professionalism. Because many members of the academic staff serve at USMA in extended appointments or permanent civilian positions, they are critical to the stability and continuity of our academic operations. The academic staff partner with our faculty as valued team members who help ensure the success of the Academic Program.