

DEPARTMENT OF THE ARMY  
USAWC & CARLISLE BARRACKS  
CARLISLE, PA 17013

CBks Memorandum  
No. 351-5

14 March 2007

Schools  
ADJUNCT RESEARCH PROFESSORSHIPS

1. Purpose. To establish qualifications, implement procedures, and provide guidance concerning the application, selection, appointment, duties and management of Adjunct Professors of Research at the U.S. Army War College (USAWC).

2. References.

a. CBks [Mem 15-1](#), "The Academic, Research and Publication, Well-Being, and Strategic Communications Boards System", dated 23 September 2005.

b. CBks [Mem 15-5](#), "The Research and Publication Board", dated 23 September 2005.

c. CBks [Mem 351-10](#), "Adjunct Faculty", dated 24 September 2004.

3. Scope. To select officers in the Army National Guard (ARNG), the U.S. Army Reserve (USAR), civilian scholars, and practitioners who possess qualifications and abilities that would greatly contribute to the ongoing research, publication and Academic Engagement Programs of the USAWC. Appointment of these officers, civilian academics, and practitioners as adjunct professors will provide the USAWC additional capabilities and provide the appointed adjunct professors increased professional development opportunities not otherwise available in their careers.

4. Policy.

a. Qualification Criteria.

(1) ARNG, USAR, and retired active component officers who serve as adjunct professors will have the following qualifications:

(a) Rank of colonel or lieutenant colonel.

(b) Military Educational Level 1.

(c) Master's degree or higher from an accredited college or university.

(d) Not currently serving in a command position.

(e) Proven ability to conduct strategic-level research and publish results.

(2) Civilian scholars who serve as adjunct professors will have the following qualifications:

(a) Earned Doctorate from an accredited university.

(b) Robust strategic-level research and publication record.

(c) Distinguished record of academic achievement in research and publication.

(3) Practitioners who serve as adjunct professors will have the following qualifications:

(a) Nationally recognized expertise within their field.

(b) A minimum of 15 years of practical experience in field.

(c) Master's degree or higher from an accredited college or university.

(d) Not currently serving in a politically appointed position or representing a political party.

(e) Proven ability or demonstrated potential to do strategic-level research and publication.

(f) Publication record.

b. Application.

(1) Annually, the Chairman, Research and Publication (RAP) Board will determine requirement for new reserve component adjunct research professors and forward them to the Commandant, USAWC by memorandum.

(2) The Commandant will request that the Director, ARNG and the Chief, USAR send announcements to their respective components encouraging qualified officers to apply, stating the application procedures and deadline. Civilian professors and practitioners will be nominated by USAWC faculty and leadership or by self-referral.

(3) Application by individual officers, distinguished civilian faculty, and practitioners will be made through their respective components, schools, or organizations, as appropriate, to the Chairman of the Research and Publication Board, ATTN: ATWC-SSI, 122 Forbes Avenue, Carlisle Barracks, PA 17013-5244. As a minimum, applications must contain the following information:

(a) Applicants must submit a biographical sketch containing name, social security number, date of birth, address, current civilian occupation, position, education, foreign language capability, a list of publications, a sample of a published writing, and an ORB, curriculum vitae, or resume.

(b) Military applicants must submit their most recent three Officer Evaluation Reports, grade, branch, date of rank, military address, and current military education.

(c) Every applicant must submit a statement of research interest (one page).

c. Selection.

(1) The Chairman of the USAWC's RAP Board has decision authority to determine adjunct professor applicant qualification.

(a) The Chairman of the RAP Board will appoint a three member selection committee composed of members of the RAP Board. The committee will review and assess each applicant's qualifications and make a recommendation to the RAP Board.

(b) The RAP Board will discuss applicant qualifications, the selection committee recommendation, and vote on the applicant. If a majority of the Board votes to appoint the candidate as a USAWC Adjunct Research Professor, the Board Chairman will forward an appointment letter to the Commandant for approval and signature.

(c) There will be no limit to the number of Adjunct Research Professors appointed.

(2) The Chairman, RAP Board will ensure selected applicants are notified by letter through Director, Army National Guard, the Office of the Chief, Army Reserve, or appropriate civilian organization appointing them Adjunct Research Professors.

(3) The selected applicants will have 30 days from receipt of notification to accept or decline the appointment.

(4) The initial appointment shall be for a period of 3 years from the date of appointment. The RAP Board Chairman may extend the appointment of any adjunct professor upon completion of initial appointment, in 3 year intervals.

(5) Appointment as an adjunct professor is an additional duty and benefit for the appointed officer and will have no effect on his/her military duty status or assignment. The appointed officer will notify his/her commanding officer upon acceptance of the appointment.

(6) Upon the advice of the Chairman of the RAP Board, the Commandant may revoke an appointment. Revocation of appointment will not be considered an adverse personnel action. The adjunct professor concerned will be personally notified in writing of the revocation and no other action will be taken.

d. Duties.

(1) Adjunct research professors will make study proposals, conduct research, publish studies, contribute to the study plans of their respective organizations, provide peer review and participate in the academic engagement programs, as appropriate. These duties may be fulfilled individually, in conjunction with other research professors, or with other scholars outside of USAWC, with prior approval of the department head. Adjunct research professors will be strongly encouraged to attend the annual SSI Strategy Conference.

(2) Adjunct research professors may accept specific research assignments from the Director of Research.

(3) Each adjunct research professor will provide periodic reports as may be requested by the Director of Research.

e. Management.

(1) Upon acceptance of appointment, the Director, SSI, will send a letter of welcome to the appointed officer, briefly outlining the duties and responsibilities of an adjunct professor and assigning a USAWC department head for supervision and oversight.

(2) Department heads will supervise adjunct professors assigned to their departments.

(3) Each adjunct research professor should have access to a personal computer. Necessary and routine communication can be accomplished by telephone, fax, mail and email.

(4) Upon request of an adjunct research professor, department heads will certify and submit [DA Form 1380](#) (Record of Individual Performance of Reserve Duty Training) awarding points for research, writing and other activities within scope of the officer's duties.

(5) Upon request by an adjunct research professor, department heads will provide a letter to the individual's superior/rating officer at the end of his/her rating period outlining the individual's accomplishments during the period.

(6) Upon completion or extension of appointment as an adjunct research professor, the Commandant will send a letter of appreciation through appropriate channels to the officer or civilian faculty member concerned.

Proponent for this memorandum  
is the Strategic Studies Institute

FOR THE COMMANDING GENERAL:

//signed//  
THOMAS G. TORRANCE  
Colonel, FA  
Deputy Commandant

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