

Academic Dean & Commandant

A Critical Partnership

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What Matters Most

- Communicate on a daily basis
- Clear delineation of roles, responsibilities and authorities
- Predictability of schedule and balance across mission areas
- Consistency across campus, no seams
- Immediate and clear consequences for breaking the rules
- Emphasize, follow, and use the established chain of command



The Commandant's Role

- The Commandant is an educator!
- Sets the conditions outside the classroom for success in the classroom
- Oversees cadet leadership discipline, physical fitness and the health and welfare of the Corps
- Oversees the Corps as a leadership and life skills laboratory
- Establishes learning outcomes for the Corps
- Supports academics as priority, does not interfere with the academic day



The Academic Dean's Role

- Executes the Program of Instruction supporting the curriculum
- Ensures teaching and learning in the classroom
- Promotes scholarship
- Ensures the faculty embrace and understand “military aspects” of the school, how to leverage military structure and use of cadet leaders
- Supports leadership, character, and life skills development across the curriculum.



Corps Learning Outcomes

- Embrace scholarship and lifelong learning
- Know and live by MMA standards of conduct and personal appearance
- Demonstrate self-control, self-direction, and personal accountability
- Adhere to the Honor Code, displaying ethical and moral behavior
- Become a productive and supportive team member, classmate and a patriotic citizen
- Become culturally aware, display respect and consideration for others, and embrace appreciation for diversity
- Develop excellent time management skills, a positive work ethic, and an eye for attention to detail
- Demonstrate respect for authority, display military bearing, and practice social etiquette
- Demonstrate positive character development and personal integrity
- Successfully live in a shared community environment
- Develop a healthy lifestyle and habits
- Make the right choices and avoid high risk behavior
- Demonstrate knowledge of MMA customs and traditions
- Become a positive leader and role model, with an understanding of authority, responsibility and accountability



Collective Staff/Faculty Responsibilities

- Know the Cadet Handbook/Regulations and enforce standards
- Be reliable, consistent and fair
- Avoid displaying favoritism towards any cadet
- Properly update the “next shift” or faculty/staff conduct proper “hand-off” from activity to activity
- Complete written reports and daily logs in a timely manner
- Meet uniform and personal grooming standards
- Follow up on important issues with cadets and parents
- Be direct and factual with cadets and parents
- Do not make promises to cadets that cannot be met
- Do not discuss perceived inequities or complain to cadets
- Do not blame other staff members or faculty for anything when talking to cadet or parents



Leadership Selection/Assessment

- Faculty involvement is important, give them a vote
- Academic performance and scholarship matters
- Establish written criteria for selection of cadet leaders
- Department Grade “Indicators” for Potential Success
 - Personal behavior and self discipline
 - Respect for authority
 - Adherence to established standards
 - Ability to lead by example
 - Time management and organizational skills
 - Character development and avoidance of high risk behavior
- Cadets are here to graduate and get a diploma – keep that a priority



“The Corps Running the Corps”

Cadet Leaders:

- Maintain standards in and outside the academic building
- Ensure proper cadet accountability and class attendance
- Properly hold and supervise formations and inspections
- Take pride in marching, reviews and parades
- Properly conduct special duties, tour squad and physical training
- Properly conduct details, special formations, waiters, flag detail, etc.
- Properly conduct business in the dining facility and staff meetings
- Properly conduct study hall and support standardized testing
- Assist faculty, staff, coaches and visitors
- Enforce standards (rooms, uniforms, grooming, proper etiquette, academic standards, and conduct)
- Address high risk behavior: Prevent, report and set the example
- Demonstrate respect for others and help fellow cadets succeed!



Know Cadet Leader's Authority

- Issue orders and provide guidance
- Make on the Spot Corrections
- Give Push ups – demonstrate by example
- Give Oral/Written Counseling
- Conduct Additional Military Instruction
- Give sticks, tours and issue demerits

Faculty and Staff **MUST** closely monitor!



Building a Culture of Scholarship

- Scholarship matters in the Corps and on Athletic Teams - not just the classroom
- Establish criteria, clear standards, and high expectations
- Allow time for study and practice
- Regular assessments and appropriate adjustments
- Enforce in the Corps - reading, writing and speech standards
- Leverage JROTC program
- Competition, recognition and appropriate rewards
- Consequences for poor performance are clear and fair
- Staff/Faculty establish strong relationships with cadets in and outside the classroom



Building a Culture of Discipline

- High expectations shaped up front, clearly articulated
- Professional approach at all times
- Establish rules that can be enforced
- Staff, faculty, coaches and cadet leadership able to explain why rules exist
- Look for opportunities to reinforce the importance of standards and self-discipline
- Be predictable and consistent across entire campus
- React quickly to serious infractions, but don't overreact. Wait until you have all the facts!
- Be aware of age, maturity, experience, and cultural differences when deciding consequences – explain and coach cadet leaders



Building a Culture of Discipline

- Eliminating seams
 - Good communication among staff, counselors, faculty and coaches
 - Maintaining accurate records and audit trails
 - Thorough investigations with written statements
 - Keep Parents/Guardians informed – build solid relationships
- Constant reinforcement of the existence of the: Cadet Handbook, Honor Manual, SOPs, and Policies
- Highlight disciplinary infractions that violate State and Federal laws, and/or jeopardize background or security clearance checks
- Involve the senior cadet leadership and keep them informed on disciplinary actions



Resolving Disciplinary Problems

- Talk with counselors, faculty or coaches before making decisions - be willing to compromise
- Involve parents early and often
- Regularly assess academic and Corps performance - look for downward trends
- Changing roommates and/or unit
- Encourage involvement in extra-curricular activities and athletics
- Consider medical evaluations and referrals to off-campus specialists
- Taking away cadet privileges and free time



What does not work!

- Making threats with no action
- Favoritism or “cutting” deals – (There are no secrets!)
- Inconsistent enforcement of the rules
- Mass Punishment
- Mass lecturing and preaching (small targeted groups is much better)
- Public humiliation in front of peers
- Third and fourth chances
- Prolonged “Disciplinary Probation”



When Cadets Want to Leave

- Violate the rules to exceed demerit/tour threshold to be sent home
- Fail academically, refuse help and assistance
- Divert attention away from himself/herself towards the school claiming:
 - School accepts cadets with juvenile/criminal records/felonies
 - Bad place, dangerous, not safe
 - Drugs, alcohol, and tobacco everywhere
 - Property gets stolen
 - Fights, hazing, gangs, bullying
 - Retaliation by cadets and/or staff/faculty
 - Terrible roommate
- Absent without leave
- Hurt themselves, suicide gestures



High Risk Behavior (HRB)

- High risk behavior is comprised of but not limited to behavior that jeopardizes the health, safety or well being of any cadet.
- Aggressively educate cadets about avoiding HRB shortly after a matriculation. Tie to rules, regulations, promotions, academic achievement and success in the Corps
- Work with staff and faculty to recognize and identify HRB “indicators”



Parent Partnership is Important

- Facilitates two-way communication to reduce “rumors”
- Facilitates smooth transition from Matriculation to Graduation
- Establishes credibility and facilitates transparency
- Cultivates better understanding of a boarding school and military structured environment
- Generates understanding and support for Faculty and Staff
- Builds support for curricular and extra-curricular activities
- Can make a difference in a Cadet’s Academic performance and achievement in the Corps of Cadets



Parent Partnership is Important

- Avoids playing off Commandant against the Dean, or vice versa
- Solicit feedback on policies and school program development
- Familiarize parents with the increasing complexities in education
- Promote community support and goodwill
- Reinforcement of the school mission
- Parents and Cadets are best recruiters and promoters of the school



Lessons Learned with Parents

- Failure to communicate gets parents mad!
- Consider all parent contact “good”
- Always treat parents as the “experts” of their children
- Parents are more educated and less trusting of school administrators, teachers and staff than in the past
- College parents are no different than high school or middle school parents
- Listen first – until the parent is finished, then speak
- Always acknowledge parental concern, have something good to say about their cadet.
- If you don’t know the answer – don’t make one up!
- Commandant’s staff and faculty need to talk with each other before they talk to parents- **GET THE FACTS RIGHT!**



Action Plan for Staff and Faculty

- Understand the “life cycle” of parent involvement from Matriculation to Graduation
- Reach out to all parents, not just to active participants
- Promptly return phone calls and answer emails
- Always give parents advanced warning
- Acknowledge and accept parent involvement
- Define “approved information” to be released to parents
- Maximize parent presence at all school events
- Plan, synchronize and schedule parent engagement opportunities
- Leverage social media and technology to engage parents
- Establish parent volunteer recognition program



Emergency Preparedness – Everyone's Responsibility

- Authority and chain of command
- Educating and training staff, faculty and cadets
- Fixing accountability and allocating resources
- Established procedures that are practiced
- Evaluate internal and external campus environment
- Thoughtful and frequent risk management assessment
- Identify medical and mental health issues within cadet population
- Information collection and dissemination process
- Procedures to address public affairs, media, and social media
- Communications issues
- Legal and jurisdictional issues
- Financial issues and proper resourcing
- Build relationships (first responders, media)
- Mutual aid agreements, other MOUs



How to Make a Difference

- Gain better understanding the Corps of Cadets and Military Aspect of the school
- Provide Academic Support, Tutoring and Individual Attention
- Reinforce Leadership and Character Development
- Work with Parents' Club
- Attend Receptions/Etiquette Dinners/Social Functions
- Attend Corps Social and Entertainment Activities
- Understand Performance Review, Promotion and Retention Boards
- Sponsor Cadet Activities or clubs
- Attend Athletic Events



Ten Deadly Mistakes

1. Not visible at the right time, and in the right place
2. Don't know your Cadets and Cadet Leaders
3. Fail to take corrective action, display favoritism or be inconsistent
4. Don't plan accordingly and regularly, don't read the Master Calendar, Training Schedule, Plan of the Day, or Letters of Instruction
5. Complain to Cadets, blame other Staff and Faculty, or cadet leaders
6. Not familiar with rules, regulations, policies and standards
7. Fail to develop good working relationships with every stakeholder
8. Don't return phone calls or emails, or follow up as promised
9. Share opinions rather than facts with parents
10. Poor example in appearance, words, and deeds



Guidance

“My guidance for the Cadets is straight forward; know the standards, live by the standards, correct those who ignore the standards and help your fellow cadets who are having trouble meeting the standards.”



My guidance for staff and faculty is the same!

