



NEW MEXICO MILITARY INSTITUTE

Office of the President/Superintendent

101 West College Boulevard
Roswell, New Mexico 88201-5173

TO: NMMI ALUMNI AND PARENTS

FROM: MG (RET) JERRY W. GRIZZLE, PhD

DATE: 25 APRIL 2023

RE: CORPS SENIOR LEADERSHIP SELECTION

Given the number of questions and comments concerning the recent announcement of next year's Corps Senior Leadership, it is obvious I need to remind everyone of the process used to identify and select Corps leaders.

Several years ago, in consultation with a Human Resource attorney, the Institute developed and implemented a process and procedures we use for every hiring action at NMMI. The Commandant's office was given guidance to align the Corps Senior Leadership selection process with the Human Resource model. The following process resulted from that guidance.

- A leadership position announcement is posted. The announcement includes a job description per the current Blue Book and what those interested in applying for the position must provide with their application.
- All applications are turned in by the due date to Commandant's office and routed to the Deputy Commandant for Training (DCT) who verifies eligibility by checking GPA, Department, and class level. Applications are reviewed by a committee made up of Squadron and Troop Leadership Advisors (SLA and TLA).
- The written information from each applicant is provided to each committee member. Each committee member uses a prepared grading matrix to score their review of the applicant's written material. This is done independently, without any collaboration between committee members. When they finish with each applicant's written material, they give that to the DCT.
- The DCT receives scored applications and prepares an Excel spreadsheet of the scores. Rank ordering them, initially, from highest to lowest.
- A committee of 3 adults and 2 cadets is created. The committee comprises two senior Cadets, and the TLA's, two of which are Alums. The committee chair is also an Alum. Neither the Commandant nor Superintendent are part of the selection process until it is completed.
- The adults are current staff members, and the cadets are 1st class cadets who are graduating.
- The committee develops a list of standard questions to be asked of each applicant. The questionnaire will have 8 questions worth a maximum of 5 points each. Committee members are allowed to use part credit of .25, .50, and .75 scores to arrive at a total – not to exceed 5.0 per question. All question values are summed up to a questionnaire total.
- Upon completion of an applicant's interview, all questionnaires are collected and put in the applicant's file. When there are numerous applicants for a position, the committee will usually narrow down to the top three or five applicants for interview.

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- Each committee member is given a new questionnaire to score the next applicant's interview. They complete their scoring of the questionnaire and give it to the committee supervisor who puts them together in the applicant's file.
- The committee supervisor gives all of the completed files to the DCT who then compiles the totals of all five committee members sheets for each applicant. These scores are added to the written evaluation scores resulting in a new total score for each applicant.
- The new totals are rank ordered again, highest to lowest. At this point, and for the first time in the process, the committee members see the composite score for each applicant, and the rankings.
- The Deputy Commandants, the SLA's and TLA's hold a discussion meeting to see if they agree with the rankings or discuss why an applicant should be moved, up or down, based on the position and skill sets required.
- A final decision is made, and the selected applicant is notified.

In the Corps leadership boarding, during the interview each Cadet is asked to tell us, in order, the top two positions for which they want to be considered. In addition, they are asked two questions. The first question asks them should they not be selected for one of their choices do they want to remain on an Order of Merit list for future consideration. The second question asks should they not be selected for one of their first two choices would they consider a third option, and what it would be. Their responses are noted on their application folder.

Once the final matrix scores are compiled, we start with selection of applicants for the RC position. We list all of the Cadets who indicated they wanted to be considered for the RC position. We then put them in order by matrix score. The top score is awarded the position. The same process is then applied to the position of RXO. We list all who put the RXO position down as their first choice, and in the case of those whose first choice was RC, if they listed RXO as second, their names are also listed. Then their composite scores are recorded and the Cadet with the highest score becomes the RXO. We continue this process until all senior Regimental positions are filled, RC, RXO, RCSM, Squadron Commanders, SCXO's and SOCSM's, Troop Commanders and Troop First Sergeants. Thus, the Regimental Staff for the ensuing year is filled.

This structured process for selecting Corps leaders is unbiased, defensible, and not influenced by favoritism, friendship, or cronyism. The old process, unduly influenced by favoritism, friendship, and cronyism, created just as much or more conflict and confusion. The elements of this year's process that I can share with you without violating FERPA are first, there were 15 applicants for Senior Corps Leadership positions. Second, the scores ranged from a high of 225.5 to a low of 119.5. Third, to show the fairness of the process, the applicant with the number one score of 225.5 did not want to be considered for RC and, therefore, was awarded their number one choice based on their matrix score. The number one score for those wanting to be the RC was awarded the position. Finally, one of the top five scores belonged to a Third Class Cadet who will be returning.

Back to a comment I have made many times before, please do not confuse age with maturity. Two of the top ten applicants considered are Third Class cadets who will be returning. A historical reminder, Tracy Kelly (1944HSG, 1946JCG) was selected to be the Regimental Commander as a Second Class Cadet. He held the position for two years, the only two-time RC in the Institute's history. He went on to the University of Oklahoma where he became the ROTC Regimental Commander.

I hope this explains our process for selecting Corps leaders. If not, please contact me.