



Cadet Leadership Academy
2023 – 2030 Strategic Plan

“Deliver the Corps of the Future”



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“Deliver the Corps of the Future”

Preamble

On 23 September 2023, the president of the University of North Georgia (UNG) laid out his vision of further strengthening our identity and mission as the Army’s Senior Military College by *Delivering the Corps of the Future*. To facilitate this ambitious vision, on 2 October 2023, UNG eliminated the Division of Leadership and Global Engagement and the Institute for Leadership and Strategic Studies, and created a single unit focused on the complete development of our cadets: the Cadet Leadership Academy.

The Cadet Leadership Academy strengthens the university's mission as the premier senior military college—the Army’s Senior Military College and The Military College of Georgia. The Cadet Leadership Academy (CLA) strengthens communication and collaboration among cadet program-related entities and better enables the purpose of the cadet leadership program: to develop leaders of character for the Total Army, public or private entities, other military services, and civic organizations for the good of our Nation, and the states and communities they serve.

For more than 150 years, thousands of former cadets have honorably served our nation as military officers in times of peace and in times of conflict, with many paying the ultimate sacrifice. Many other graduates benefitted from the Corps of Cadets’ world-class leadership development to launch other professional careers in American society and around the globe.

Our university is incredibly proud of this heritage. Now more than ever, America is calling us to do more and to serve more. With the dynamic changes in American society and evolving world geopolitical landscape, America needs leaders—leaders of character who will ensure that our nation and communities thrive in the future: leaders grounded in Army values—Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. The Corps of Cadets motto is Truth and Wisdom. These are ideals we instill in every cadet we develop.

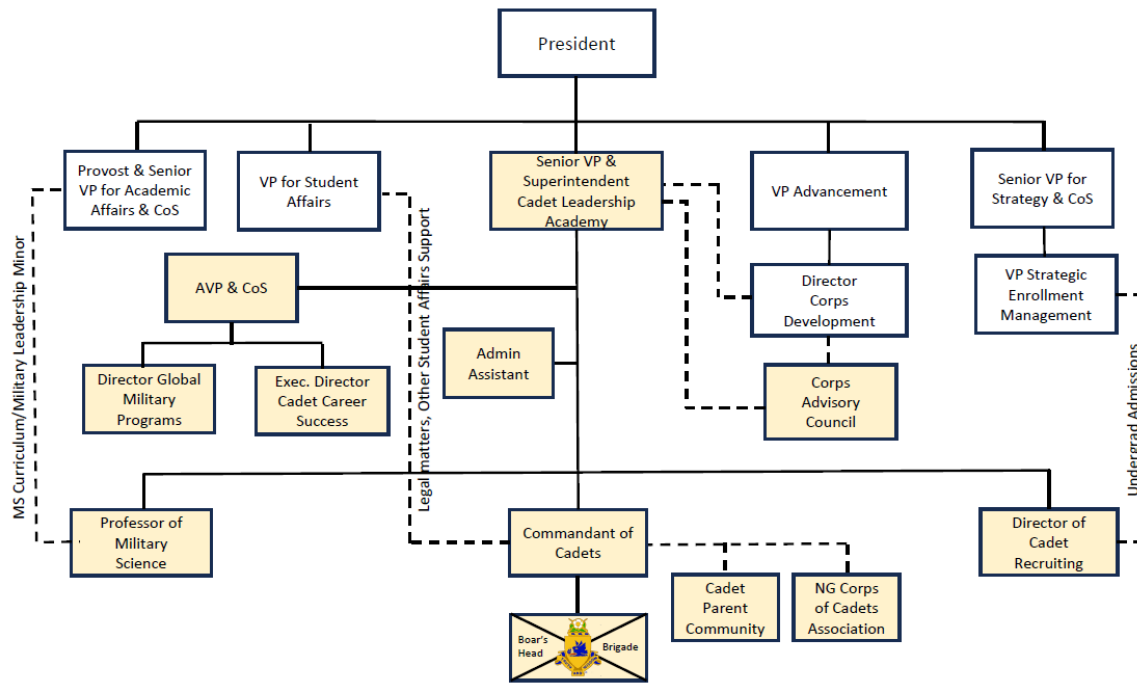
This strategic plan is the blueprint for *Delivering the Corps of the Future*—a strategy to align with our aspirational peer: West Point. We will deliver and be regarded as a leadership foundry, forging some of the finest leaders for the future of America.

Cadet Leadership Academy Organization

The Cadet Leadership Academy is led by a Senior Vice President and Superintendent reporting directly to the president of UNG. The Academy consists of several educational, administrative, and affiliated entities. The Boar’s Head Brigade is at the heart of the Academy and is served by the Office of the Commandant of Cadets, the Office of the Professor of Military Science, the Office of Cadet Recruiting, the Office of Global Military Programs, the Office of Cadet Career Success, and—through the Vice President for Advancement—the Office of the Director of Development for the Cadet Leadership Academy. Supporting entities include the Corps Advisory Council, the North Georgia Corps of Cadets Association, and the Cadet Parent’s Community. Each plays a critical role in preparing the cadets of the Boar’s Head Brigade for leadership in American society and in the military. The Academy’s primary purpose is to produce leaders for the Total Army; however, any

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qualified person with private or public service motivation who desires a world-class immersive transformational leadership development experience is welcome to participate.



Statement on Applicability to 2022-2027 UNG Strategic Plan

UNG assembled a broad strategic planning committee and undertook a strategic planning process, which resulted in producing a strategic plan entitled, *Flight Path for the Future: UNG Strategic Plan, 2022-2027*. Portions of the Plan that relate to the Cadet Leadership Academy follow.

UNG 2022-2027 Strategic Plan Preamble

The preamble of the UNG strategic plan states in part, "integral to the University of North Georgia's history and future is our role as one of only six Senior Military Colleges in the nation and our designation as The Military College of Georgia. . . . UNG offers high-impact opportunities for all of our students to learn and succeed . . . from leading in our Corps of Cadets to serving in our diverse communities . . ."

UNG 2022-2027 Strategic Plan Mission

The UNG mission characterizes UNG as a "premier senior military college" and as "The Military College of Georgia." Mission: The University of North Georgia, a regional multi-campus institution and premier senior military college, provides a culture of academic excellence in a student-focused environment that includes quality education, service, research and creativity. This is accomplished through broad access to comprehensive academic and co-curricular programs that develop students into leaders for a diverse and global society. The University of North Georgia is a University System of Georgia leadership institution and is The Military College of Georgia.

Values

The Cadet Leadership Academy will respect and comply with the UNG values of Excellence, Student-focus, Integrity, Engagement, and Service. However, as an Army leader development program, the Academy will espouse and teach the Army Ethic as presented in *ADRP 1: The Army Profession* (June, 2015) to the Boar's Head Brigade, which includes the Army values of loyalty, honor, integrity, personal courage, duty, respect, and selfless service. Cadet Leadership Academy leaders and cadre will model these values and ensure they are inculcated into cadet daily life.

UNG Strategic Plan Familiarization

The 2022-2027 UNG Strategic Plan pertains to the education of all students, including cadets. All Cadet Leadership Academy leaders should be familiar with the UNG Plan. Each Mission Essential Task (MET) outlined in the Cadet Leadership Academy strategic plan is mapped to applicable objectives specified in the UNG Strategic Plan.

Cadet Leadership Academy Mission

The Cadet Leadership Academy develops leaders of character for the Total Army, public or private entities, other military services, and civic organizations for the good of our Nation, and the states and communities they serve.

Note: Hereinafter, the "Cadet Leadership Academy" is simply referred to as the "Academy."

Purposes of Cadet Leadership Academy Entities

Senior Vice President & Superintendent. The Senior Vice President & Superintendent of the Academy serves in a strategic role reporting directly to the president. The mission of the Academy is to develop leaders of character for the Total Army, other military services, public or private enterprises, and civic organizations for the good of the Nation and of the states and communities they serve. The Superintendent develops and implements strategies to accomplish this mission and to position UNG as the premier Title X Senior Military College among the six in the Nation and to compete for America's high school talent with West Point, our aspirational peer.

Associate Vice President and Chief of Staff. The Associate Vice President and Chief of Staff serves as the principal associate to the Senior Vice President & Superintendent of the Academy. The Chief of Staff is the Superintendent's executive management authority and acts as the key staff integrator for Academy leadership thus freeing the Superintendent from the routine details of staff operations and management. The Chief of Staff authors, updates, monitors implementation, and assesses the Academy's Strategic Plan. The Chief of Staff also oversees the work of the Director of Global Military Programs and Executive Director for Cadet Career Success.

Boar's Head Brigade. The Boar's Head Brigade is a leadership laboratory where cadets learn, practice, and demonstrate proficiency in leadership knowledge, skills, and abilities, preparing them to lead effectively on day one following graduation.

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Commandant of Cadets. The Office of the Commandant of Cadets oversees cadet-related facilities; ensures the morale, health, welfare, and safety of the Boar's Head Brigade; and facilitates cadet leadership development and academic success through mentorship, coaching, and providing high impact leadership opportunities for all cadets.

Department of Military Science. The Office of the Professor of Military Science educates, develops and inspires Boar's Head Brigade cadets to commission as officers of character for the Total Army and develop citizens for a lifetime commitment of service to our nation.

Cadet Recruiting. The Office of Cadet Recruiting conducts marketing and recruitment activities to attract diverse, disciplined, physically fit, intellectually inquisitive young men and women with demonstrated records of academic achievement, leadership, character, and athletic ability to enroll in the Boar's Head Brigade.

Director of Development, Cadet Leadership Academy. Through the Vice President for Advancement, the Director of Development provides resources to the Academy at the direction of the Superintendent through the discovery, cultivation, solicitation, and stewardship of individual, corporate, and foundation donors and partners.

Global Military Programs. The Office of Global Military Programs (GMP) enables cadet leadership and educational development through programs that develop a global perspective, cultural understanding, adaptability, problem-solving, self-awareness, resilience, and foreign language proficiency. The GMP delivers programs and services for cadet exchanges, internships, military training, and other international experiences. The GMP also delivers exchange, research, and teaching opportunities for UNG and international faculty and staff; and cadet semester exchange and short-duration experiences with the Corps of Cadets for cadets from foreign service academies.

Executive Director for Cadet Career Success. Reporting to the Chief of Staff, the Executive Director of Cadet Career Success has primary responsibility within the Academy to create, synchronize, maintain, and promote career pathways for cadets from pre-enrollment inquiry during the cadet admissions process through graduation. This includes oversight of the National Service Leadership Track (NSLT).

Cadet Leadership Academy Learning Goals

Given its mission, the Academy's cadet leadership learning goals are stated in this section, and provide context for Academy leaders, cadre, staff, and influencers. The first three goals are derived from the July 2019 Army Doctrine Publication (ADP) 6-22, *Army Leadership and the Profession*; and the fourth is derived from the October 2020 Field Manual 7-22, *Holistic Health and Fitness*. Cadet leadership learning outcomes will enable cadets to understand and apply:

- leader character, presence, and intellect
- leader competencies: lead, develop, achieve

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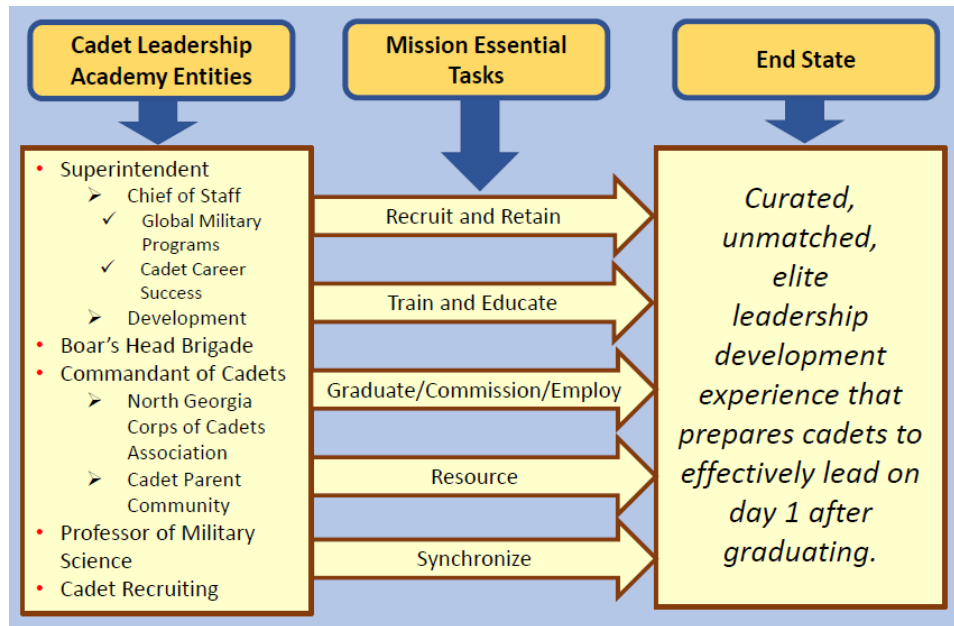
- organizational leadership
- holistic health and fitness

The above cadet development learning goals are disaggregated into Student Learning Outcomes (SLOs) for each of the first three learning goals and are contained within the military science course curriculum and cadet leader development program. Leader Development Program (LDP) SLOs fall under the purview of the Professor of Military Science and heads of other UNG academic departments, supported by the Commandant of Cadets, that provide instruction that contribute to cadet acquisition of knowledge, skills, and abilities pertaining to the learning goals. Due to their cross-departmental nature, SLOs fall outside the scope of this Plan other than instances where gaps are identified in which additional SLOs should be incorporated into cadet education. The next section contains the Academy's mission essential tasks, associated UNG Strategic Plan 2022-2027 objectives, and the Academy's goals that provide the administrative support to enable a quality cadet learning experience, achieve the Academy's cadet learning goals, and attract prospective cadets to enroll in the Boar's Head Brigade.

“Living” Strategy

This strategic plan is an adaptable “living” document. Cadet Leadership Academy leaders continuously scan the societal, environmental, educational, and policy landscapes and anticipate and implement innovative change accordingly. Therefore, this strategic plan is subject to change and will be periodically updated upon the approval of the superintendent.

Cadet Leadership Academy Mission Essential Tasks (MET), Goals, Objectives, Tactics



MET 1: Recruit and Retain. This mission essential task is the *pacing* item for the Academy: Recruiting and retaining cadets is absolutely essential and is the foundation for this strategic plan. The Academy will recruit high school and college students and retain cadets who possess a strong propensity to serve as leaders at the national, state, or local level, either in uniform or in public or private sectors. We seek diverse, disciplined, physically fit, intellectually-inquisitive young people whose aspirations are congruent with UNG's academic and co-curricular offerings, and who have good records of academic achievement, leadership, character, and athletic participation in high school and college.

MET 1-Applicable UNG Strategic Plan, 2022-2027 objectives:

Objective 2.3: Inspire global citizenship through the diversification of students, faculty and staff.

Objective 2.5: Promote personal wellness, resiliency, and financial stability through student programs and experiences.

Objective 2.6: Create experiences that promote a sense of belonging and foster engagement within each of UNG's campuses and across the university.

Objective 4.1: Expand access opportunities through recruitment, support and retention of students, faculty and staff from all backgrounds, with an emphasis on under-represented groups.

Objective 4.2: Foster engagement by affirming that every student, faculty and staff member has the right to inclusion, respect, agency, and voice within the UNG community.

Objective 4.3: Create and support opportunities and activities that foster personal and social responsibility. (Academy Cadet Leadership Development Learning Goals)

Objective 4.4: Create educational experiences that promote professional and leadership development opportunities for all students, including underrepresented student

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populations, first-generation students, and adult learners.

CLA MET 1 Recruit and Retain Goals and Objectives:

Goal 1. Recruit to grow the Boar's Head Brigade to 1000 cadets with a wait list of qualified applicants by 2030. Corps size goal by year: 685 cadets in AY24-25, 790 cadets in AY25-26, 895 cadets in AY26-27, 1000 cadets in AY27-28.

Objective 1.1. Recruit 350 new cadets each year until the Boar's Head Brigade reaches 1,000 cadets. (Action: Director of Cadet Recruiting [lead], all Academy leadership in support)

Objective 1.2. By 2030, 35% of the Boar's Head Brigade will be racially and/or ethnically diverse. (Action: Commandant of Cadets and Director of Cadet Recruiting [lead]) Note: objective is based on the % of Army second lieutenants through captains who were minorities in Jun 2022 (34%)

Objective 1.3. By 2030, at least 25% of cadets will be women. (Action: Commandant of Cadets and Director of Cadet Recruiting [lead]) Note: objective is based on the % of Army second lieutenants through captains who were women in Jun 2022 (23%)

Objective 1.4. Fill all 42 four-year Georgia Military Service Scholarships each year. (Action: Director of Cadet Recruiting [lead] and Professor of Military Science/Georgia Army National Guard Liaison Officer)

Objective 1.5. Revisit the 1998 State of Georgia amendment to Part 3 of Article 7 of Chapter 3 of Title 20 of the Official Code of Georgia that allows scholarship grants to Georgia Military College cadets transferring into the Boar's Head Brigade. (Action: Chief of Staff ICW UNG Executive Director of State Government Relations)

Objective 1.6. Implement the UNG-Marine Officer Selection Officer Memorandum of Understanding, which provides a program to attract to the Corps of Cadets high school students who desire Marine commissions. (Action: Chief of Staff [lead] with PMS, Commandant, and Director of Cadet Recruiting)

Objective 1.7. Create pipeline programs and activities to attract high school students to the Corps of Cadets. (Executive Director Cadet Career Success [lead], Director of Cadet Recruiting, Commandant of Cadets)

Tactic 1.7.1. Continue to work with the Security and Strategic Studies program to run a National Intelligence Summer Academy for purposes of developing a pipeline for high school students to enroll at UNG as cadets or as other students interested in intelligence studies and/or career fields. (Action: Executive Director of Cadet Career Success)

Tactic 1.7.2. Develop funding streams to reduce the cost to UNG and to participating high school students for pipeline programs. (Action: Executive Director, Cadet Career Success)

Objective 1.8. Ensure recruiting activities are conducted in accordance with best practices and continuously develop the recruiting staff. (Action: Director of Cadet Recruiting)

Goal 2. In collaboration with UNG athletics and appropriate faculty and staff, advance our cadets to comprehensive performance through a cutting edge, holistic health and fitness program that addresses mental, sleep, nutritional, physical, and spiritual readiness.

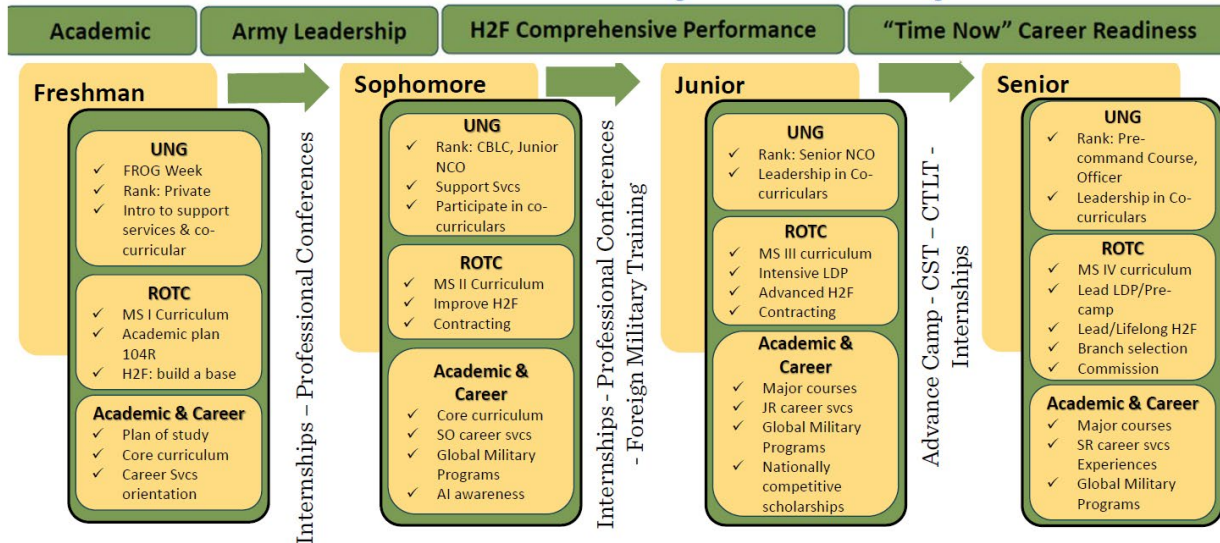
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Objective 2.1. Work with appropriate university faculty and staff to explore the possibility of creating an Institute for Comprehensive Performance. Develop an implementation plan before the end of spring 2024. (Chief of Staff [lead], PMS)

Objective 2.2. Advocate for constructing and staffing a holistic health and fitness performance facility for cadets and athletes that is operated by an Institute for Comprehensive Performance. (Chief of Staff [lead], PMS)

MET 2: Train and Educate. We grow leaders for the Nation and the states and communities in which they live. Therefore, the Academy must provide our cadets the most meaningful and relevant education possible by enabling the acquisition of in-demand knowledge, attributes, and competencies for future careers in a complex world. With an emphasis on high impact educational practices, cadets will be able to understand and apply the learning outcomes in the Cadet Leadership Development Learning Goals section of this plan (see pp. 5-6). The Academy must also research the knowledge, competencies, and attributes required for future leaders envisioned by the Army, government, and multinational corporations; assess UNG’s current educational programs to ensure cadets have adequate opportunities to acquire the foregoing knowledge and to develop those attributes and competencies; identify shortfalls; and encourage, support and/or develop educational programs in collaboration with UNG academic departments, centers, institutes, colleges, and outside partners to address those shortfalls. The Academy will ensure cadets understand the skills, knowledge and competencies required to be competitive for their career aspirations and manage talent by informing and coaching them on developmental opportunities. On day one following graduation, cadets will immediately be prepared to lead in the military and/or compete for positions of responsibility and leadership in American society. To achieve these ends, cadets undergo a 48-month curated experience as depicted in the model below.

48-Month Curated Cadet Experience



MET 2-Applicable UNG Strategic Plan, 2022-2027 objectives:

Objective 1.3: Enhance faculty development to expand implementation and documentation of curricular high-impact educational practices that contribute to UNG's distinctive student experience. (CLA Cadet Leadership Development Learning Goals, pp. 5-6)

Objective 1.6: Create and implement interdisciplinary educational opportunities that integrate curricular and co-curricular strategies to produce well-rounded leaders and engaged citizens.

Objective 2.1: Develop cross-culturally competent community leaders and citizens through engaging academic and co-curricular experiences.

Objective 2.2: Position UNG as the premier leadership development program among U.S. Senior Military Colleges.

Objective 2.4: Integrate innovative leadership competencies to equip students to become creative problem-solvers who are prepared to lead others. (CLA Cadet Leadership Development Learning Goals, pp. 5-6)

Objective 3.1: Develop and support mutually beneficial partnerships to advance student learning, faculty research, community engagement, and economic development.

Objective 4.4: Create educational experiences that promote professional and leadership development opportunities for all students, including underrepresented student populations, first-generation students, and adult learners. (Boar's Head Brigade purpose)

CLA MET 2 Train and Educate Goals and Objectives:

Goal 3. Continue to develop and manage relationships with partners in international military and government entities. Utilize these partnerships to provide high impact experiences for cadet career development and to prepare cadets for leadership in a global society. (Action: Global Military Programs Director, Director of Development [fundraising lead])

Objective 3.1. Annually assess the requirements and opportunities for developing cadet international military education (curricular and co-curricular) programs/partnerships to complement UNG's modern language programs, the International Affairs and Strategic and Security Studies programs, intelligence studies, and to develop cross-cultural competence in all academic areas. Eliminate, sustain, or develop programs accordingly. (Action: Global Military Programs Director)

Objective 3.2. Recruit cadets from international partners to participate in the Boar's Head Brigade to facilitate cultural understanding. (Action: Global Military Programs Director)

Objective 3.3. Recruit faculty from international military partners to conduct research, teach, and/or study at UNG to enhance cadet and student experiences and deepen partnerships. (Action: Global Military Programs Director)

Objective 3.4. Create opportunities for UNG faculty to conduct research, teach, and/or study at international military partner institutions for faculty professional development in understanding international military education and deepen partnerships. (Action: Global Military Programs Director)

Goal 4. Exceed the Army's standards for delivering the Army's military science curriculum and Leader Development Program focusing on high impact educational practices.

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Goal 5. Encourage all cadets to consider earning a leadership minor. (Action: Commandant of Cadets [lead], Professor of Military Science, Executive Director of Cadet Career Success)

Goal 6. Collaborate with the 5th Ranger Training Battalion for opportunities to train and develop cadet leadership. Allocate space in the future National Security Center (bldg #3) for 5th RTBn. (Action: Professor of Military Science)

Goal 7. Identify gaps in UNG's academic curriculum and incubate programs that would enable cadets to build knowledge and resumes for careers in emerging in-demand fields. (Action: Superintendent)

Objective 7.1. Beginning in AY23-24, build a program to educate cadets on Artificial Intelligence tools and implications of AI in military, government, and corporate career fields. (Action: Executive Director of Cadet Career Success [lead], Commandant of Cadets)

Objective 7.2. Beginning in AY24-25, begin developing a virtual reality system consisting of hardware and software to expose and train cadets in activities such as how to interact with subordinates, peers, and superiors, and warfighting tasks such as counterinsurgency operations. (Action: TBD)

Tactic 7.2.1. Seek a corporate partner to create and fund the project.

Objective 7.3. Participate in UNG's effort to create a blended cadet and athlete holistic health and fitness (H2F) program. (Associate VP and CoS [lead], Commandant)

Tactic 7.3.1. Assist with the design of a center for "comprehensive performance."

Tactic 7.3.2. Become U.S. Army Cadet Command's research and development laboratory for H2F. Deliver research outcomes to Cadet Command for inclusion into leader development curriculum scaled across all 274 Army ROTC programs in the Nation.

MET 3: Graduate/Commission/Employ. The principal measure of the Academy's success is our graduation rate, and the extent to which our graduates enter and impact the workforce. Graduates must be tracked through their careers, records maintained, and outcomes threaded into cadet recruiting and cadet alumni messaging. Prospective cadets and their influencers (parents, coaches, JROTC instructors, professional counselors, etc.) must be informed about how the Academy will pay back after graduation.

MET 3-Applicable UNG Strategic Plan, 2022-2027 objectives:

Objective 1.4: Address regional, state, and national workforce needs through the addition of in-demand undergraduate and graduate programs that support lifelong learning.

Objective 2.6: Create experiences that promote a sense of belonging and foster engagement within each of UNG's campuses and across the university.

Objective 3.2: Increase UNG alumni engagement to expand educational and career opportunities for current and former students.

CLA MET 3 Graduate/Commission/Employ Goals and Objectives:

Goal 8. Improve cadet six-year graduation rate to 70% by 2030. (Action: Commandant of Cadets [lead] and PMS)

Objective 8.1. By the end of 2024, capture existing second year through graduation retention strategies, identify gaps, and develop high pay-off strategies to address gaps. (Action: Chief of Staff [lead], PMS, Commandant of Cadets)

Goal 9. Meet or exceed the Army's commissioning mission each year. (Action: PMS [lead], Commandant of Cadets, Director of Cadet Recruiting)

Goal 10. Assist 100% of cadets in securing meaningful full-time employment and/or graduate education within six months after graduation. (Action: Executive Director of Cadet Career Success [lead], Commandant of Cadets, Director of Development)

Objective 10.1. Recruit national security and business recruiters to engage cadets in the National Service Leadership Track (NSLT) or those commissioning into the Reserve Components. (Action: Executive Director of Cadet Career Success)

Objective 10.2. Hire a permanent full-time NSLT instructor by fall 2024. (Executive Director of Cadet Career Success)

Objective 10.3. Continue to develop educational opportunities in federal agencies, the Department of Defense, and corporate entities to enable cadets to develop talent and build resumes for their aspirational professions through practical experience and professional mentoring networks. (Action: Executive Director of Cadet Career Success)

Objective 10.4. Encourage all cadets to enroll in UNG UNITE to discover post-graduate mentoring and networking opportunities. (Action: Commandant of Cadets [lead], Executive Director Cadet Career Success)

Objective 10.5. Establish a cadet aviation program to continue in 2023/2024 for purposes of recruiting new cadets and resume-building for talent management branching for cadets desiring to commission aviation. (Action: Executive Director of Cadet Career Success)

Objective 10.6. Develop a partnership program with *Syfan Logistics and Syfan Trucking* and the Mike Cottrell College of Business that results in co-curricular logistics education and resume-building for cadets aspiring to careers in logistics/supply chain fields. (Action: Executive Director of Cadet Career Success [lead], Commandant of Cadets, PMS)

Objective 10.7. Develop relationships with corporate entities to develop funding streams to reduce the cost to UNG and for cadets participating in pipeline programs. (Action: Executive Director of Cadet Career Success, Director of Development [lead])

Goal 11. Ensure all cadets are positioned to realize their career aspirations following graduation by informing and encouraging all cadets (with particular emphasis on Guard and Reserve Soldiers and National Service Leadership Track cadets) to use UNG programs and services designed to prepare them for their careers of choice after graduation. The program

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will include career services, federal and Nationally-competitive Scholarships (NCS), Project Global Officer, internships, study abroad, and UNITE. (Action: Executive Director of Cadet Career Success [lead], Commandant of Cadets, PMS)

MET 4: Resource. The Academy must advocate for the resources to position itself as the leader among America's senior military colleges and enable it to compete with the U.S. Military Academy at West Point for America's talented youth. Resources include people, infrastructure (space and technology), data, funding, and time. UNG must recognize the uniqueness of the Academy and that the usual public higher education benchmarks for staffing levels, salary, and experience cannot be applied to the Academy's professional staff. We must be able to hire and retain motivated, highly competent, and experienced staff based on mission requirements and not on benchmarks. Academy-related infrastructure must reflect its nature as a world-class leader development program. The infrastructure plan must be incorporated into the UNG Facilities Master Plan, and Academy leadership must remain engaged in both.

MET 4-Applicable UNG Strategic Plan, 2022-2027 objectives:

Objective 3.2: Increase UNG alumni engagement to expand educational and career opportunities for current and former students.

Objective 3.3: Develop a culture of philanthropy that engages all members of the UNG community and communicates gratitude and impact to donors and volunteers.

Objective 5.2. Provide and support human resource initiatives that facilitate competitive compensation and a people-focused environment that values work-life balance, which creates an environment that sustains excellence.

Objective 5.3. Ensure the facilities master plan aligns with academic and athletic plans, extra- and co-curricular activities, efficient building systems, and occupant needs.

CLA MET 4 Resource Goals and Objectives:

Goal 12. By 2025, complete a comprehensive Academy resourcing plan that articulates funding management, priorities, and strategies from all public and private funding sources. (Action: Superintendent [lead], all Academy leaders)

Objective 12.1. Grow the Peavy endowment each year by at least 2%.

Goal 13. By 2030, complete the Academy precinct plan by constructing an ultra-modern Military Science Center (complete by spring 2026), a Military Leadership Center, and a National Security Center for logistics (including weapons and ammunition storage), swimming, marksmanship, simulations functions, Sensitive Compartmented Information Facility (SCIF), and space for the 5th Ranger Training Battalion. (Action: Superintendent [lead], Chief of Staff, Commandant of Cadets, and Director of Development, Cadet Leadership Academy)

Objective 13.1. Conduct quarterly meetings with Chief of Staff; Commandant of Cadets; Professor of Military Science; Director of Development Cadet Leadership Academy; Superintendent; and Director of Capital Planning and Project Management and staff. (Action: Chief of Staff)

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Objective 13.2. Secure \$25M in private support for the Military Leadership Center by fall of 2024. (Action: Director of Development Cadet Leadership Academy)

Objective 9.3. Take the lead on improving the Mountain Ranger marker near the entrance to Pine Valley. (Chief of Staff)

Goal 14. Add positions in the Office of the Commandant to increase capability to recruit, train and retain cadets. (Action: Commandant of Cadets [lead]; Director of Development, Cadet Leadership Academy; Superintendent)

Objective 14.1. By 2025, add a part-time Corps Academic Support Specialist, part-time Corps Scholarship Stewardship Assistant, and part-time Combat Action Shooting Team coach. (Action: Commandant of Cadets [lead]; Director, Corps Development, Superintendent)

Objective 14.2. By 2026, add an Assistant Commandant for Readiness. (Action: Commandant of Cadets [lead]; Director, Corps Development; Superintendent)

Goal 15. Engage the North Georgia Corps of Cadets Association (NGCCA), the Corps Advisory Council (CAC), and the Cadet Parent's Community to advocate strategically and proactively for the interests of the Academy, and to ensure that the Boar's Head Brigade always remains a vital and vibrant part of UNG, the State of Georgia, and the nation. (Action: Superintendent [lead], Commandant of Cadets, Director of Development)

Objective 15.1. Facilitate discussion and cooperation among the three organizations. (Action: Superintendent [lead for CAC], Commandant of Cadets [lead for NGCCA and Cadet Parent's Association])

Goal 16. Reset the cadet economic model to enable every commissioning cadet to receive sufficient funding to cover the full cost of attending UNG. (Superintendent [lead], Chief of Staff, Director of Development)

MET 5. Synchronize. The Office of the Superintendent coordinates the Academy by ensuring the missions and activities of its entities are integrated, coordinated, and synchronized internally, with other appropriate UNG entities, and with external entities. Continue to refine the assessment plan to address emerging opportunities.

MET 5-Applicable UNG Strategic Plan, 2022-2027 objectives:

Objective 3.2: Increase UNG alumni engagement to expand educational and career opportunities for current and former students.

Objective 5.1. UNG will facilitate and maintain a culture of shared governance characterized by effective communication, trust, respect, and diversity.

CLA MET 5 Synchronize Goals and Objectives:

Goal 17. By the end of 2023, formalize a comprehensive Academy assessment plan that drives decision making, agility, adaptability, creativity, and innovation. (Action: Chief of Staff)

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Objective 17.1. Make changes when necessary to the Academy's Strategic Plan and implementation plans using ongoing Academy assessment data. (Action: Chief of Staff)

Goal 18. By the end of 2024, develop a plan to synchronize communication across all METs and Academy entities with internal and external constituents. (Action: Chief of Staff [lead], Commandant of Cadets)

Objective 18.1. Establish a working group which includes University Relations; Commandant of Cadets; Professor of Military Science; Cadet Recruiting; Director of Development, Corps of Cadets; Corps Advisory Council; North Georgia Corps of Cadets Association; Cadet Parent's Community; and others as required to develop a process to capture and decide on important cadet and corps alumni information to communicate to what audiences, on what platforms, and when. (Action: Chief of Staff [lead], Commandant of Cadets)

Goal 19. By 2025, develop a comprehensive information management system that tracks cadets from freshman year through adult life. (Action: Chief of Staff)

Objective 19.1. Explore the use of SLATE to achieve the goal. (Action: Chief of Staff)

Objective 19.2. Continuously grow the number of influencers and engage them by keeping them apprised of Boar's Head Brigade activities and accomplishments through activities such as bi-monthly updates, briefings, and cadet alumni functions. (Action: All Academy leaders)

Cadet Leadership Academy Implementation Plans

This strategic plan provides guidance and the Academy's major goals and objectives. Academy leaders are responsible for developing implementation plans for the goals and/or objectives to which they are assigned in this strategic plan. Leaders are encouraged to think of bold, innovative, audacious, and potentially disruptive implementation plans that differentiate UNG from any other senior military college and enable us to compete for high school talent with West Point.

Implementation plans shall include:

- Goal and/or objective plan of action/action steps
- Timelines for action steps
- Who is responsible for each action step
- Performance measures/data requirements
- Resources needed

Implementation plans will be briefed to all of the Academy's leaders, posted to the Academy's Teams site, and updated annually in accordance with the following assessment guidance.

Cadet Leadership Academy Assessment

The Southern Association of Colleges and Schools Commission on Colleges (SACS-COC) is the accrediting body for the University of North Georgia. The 2015 Institute on Quality Enhancement and Accreditation defined assessment as the examination and review of evidence representing levels of performance, accomplishment, and knowledge. Within higher education, there are three levels of assessment: classroom, course, and *program*. The Academy is principally concerned with *program* assessment. This is the determination of how well the Academy is meeting its goals and objectives. To this end, we must determine performance measures, collect data, document our progress, and adjust our strategic plan to improve as necessary. The Academy's Chief of Staff plans and coordinates assessment.

Our Academy assessment should answer these questions:

- What is our level of performance?
- What actions are we taking to improve?
- What are the results of these actions?

Academy leaders will follow this assessment schedule:

June. Academy leaders conduct an environmental scan using Strengths, Weaknesses, Opportunities, and Threats methodology.

July. Academy leadership retreat to:

- Review environmental scan results
- Review the Academy's Strategic Plan to:
 - review performance measures and key performance indicators;
 - confirm or adjust goals, objectives, and tactics to achieve performance improvement
 - review and adjust targets/metrics and resource requirements if necessary

September. Academy leadership conference to review progress and metrics and develop budget requests for UNG November-December budget process.

May. Academy conference to review end of year metrics and discuss the content of an annual progress report that will be complete by 1 June.

Cadet Leadership Academy Key Performance Measures. The Academy's mission essential tasks and goals pertain primarily to administrative support that enable a quality cadet learning experience and attract prospective cadets to enroll and remain in the Academy. The following key performance measures will be used to determine major activities to sustain or to improve. The Chief of Staff is responsible for collecting and documenting the following:

- the number of cadets who commissioned as Army officers (benchmark: the Army's commissioning mission for UNG);

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- first-year freshman cadet fall-to-fall retention rate (percentage) at the October census (benchmark: exceed the percentage of other first-time fall freshman students enrolled on the Dahlonega campus with a goal of 80% by 2030);
- Cadet Leadership Academy cadet completion rate (percentage) (benchmark: exceed the other students' graduation rate on the Dahlonega campus with a goal of 70% six-year graduation rate by 2030);
- number of cadets in the Boar's Head Brigade at end of fall drop/add (benchmark: continued growth to 1000 in 2030);
- percent of racial and ethnic minorities in the Boar's Head Brigade at end of fall drop/add (benchmark: equal to the percentage of minority second lieutenants and captains in the Army);
- percent of women in the Boar's Head Brigade at end of fall drop/add (benchmark: equal to the percentage of women lieutenants and captains in the Army);
- percent of commissioning cadets who receive their first, second, or third choice of branch (benchmark: exceed average percentages of Cadet Command).
- percent of cadet alumni giving participation (goal of 50% by 2030).
- Cadet Summer Training performance compared to other Senior Military Colleges.

In addition, to help determine the Program's overall effectiveness, the Commandant will:

- Survey seniors prior to each spring semester graduation to determine (a) how well cadets achieved the learning goals (see p.4); (b) what aspects of the Academy helped them achieve the learning goals; and (c) what might the Academy do differently that would help them learn more effectively, and why would these actions help?
- Survey seniors two years after graduation each spring semester to determine (a) how well cadets achieved the learning goals (see p.4); (b) what aspects of their education in the Academy helped them achieve the learning goals; and (c) what might the Program do differently that would help them learn more effectively, and why would these actions help?
- The data collected will be used by the Academy's leaders to help determine strengths and weaknesses, to develop plans to improve weak areas, and to decide on resource allocation.

Assessment of Cadet Leadership Development Learning Goals. See pp. 5-6.