President
University of North Georgia
82 College Circle
Dahlonega, Georgia 30597

Dear Dr. Jacobs,

Submitted herewith is the first annual report for the Institute for Leadership and Strategic Studies (ILSS). This comprehensive report serves as a record of the activities of the ILSS from its inception on 1 September 2015 through the end of August 2016.

Without question, the ILSS has proven its value relative to UNG's Strategic Plan, 2014-2019, which calls for examining the feasibility of new organizational structures that support academic excellence and innovation while enhancing existing innovative structures and signature programs. As a new innovative organizational structure, the ILSS has made significant progress toward enhancing the curricular and co-curricular opportunities for our Corps of Cadets, the most unique signature program at UNG. Many of these opportunities also serve UNG students at large.

We thank you and your cabinet for making the decision to create the ILSS. UNG has certainly been well-served by this decision. Major accomplishments during the past year:

- The Corps of Cadets increased in number and diversity.
- Opportunities were created in the areas of cyber education and security and strategic studies.
- Received national recognition as a NSA/DHS National Center of Academic Excellence for Cyber Defense Education.
- New partnerships were established with foreign military academies.
- New internship opportunities were created.
- External giving and support from Corps-affiliated organizations increased.

We look forward to consolidating this year's gains, and making even more progress as we look to accomplishing the goals of UNG's Strategic Plan.

Sincerely,

Billy E. Wells, Ed.D.
Colonel, U.S. Army (Retired)
ILSS Executive Director
Senior Vice President
Leadership and Global Engagement

James L. Terry
Lieutenant General, U.S. Army (Retired)
President
ILSS Advisory Board
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If you need this document in another format, please email Keith Antonia or call 706 867-4576.
SUMMARY

In October 2013, the University of North Georgia initiated a planning process that resulted in publishing a strategic plan for 2014 through 2019. The plan includes assumptions, a mission, vision, goals, objectives and strategies which in totality serve to ensure that the Corps of Cadets remains a strong and viable component of the university. Subsequent to publishing the plan, then Vice President for Executive Affairs, Colonel (Ret) Wells, led a military planning team consisting of the Commandant of Cadets, Professor of Military Science, Director of Cadet Admissions, and Executive Director of Undergraduate Admissions, all current or former Army officers, to analyze the new UNG Strategic Plan and create an operational concept that would serve to accomplish the military-related portions of the Plan.

It quickly became obvious to the military planning team that the disparate Cadet and military-related functions were not optimally organized to achieve the most synergistic effects possible. Separate lines of communication and control existed resulting in stove pipes that did not facilitate communication, cross pollination of innovative ideas, efficiency, or unity of effort. The team decided that disruptive innovation was required, and proposed the creation of a unifying entity that would serve to eliminate these unnecessary barriers and to more effectively set the conditions for implementing the military-related portions of the UNG Strategic Plan.

What emerged from this planning effort was the formation of the Institute for Leadership and Strategic Studies.

This annual report covers the period between 1 September 2015 and 31 August 2016.

FUNCTIONS

The president of UNG, Dr. Jacobs, approved the formation of the ILSS and announced that it would become an entity on 1 September 2015. The ILSS has the following functions:

- Coordinate and direct the activities of the Commandant of Cadets, Professor of Military Science, Cadet Admissions, and the Director of Development for the Corps of Cadets.
  - Develop new external support to fund Cadet scholarships and university initiatives.
  - Enhance Cadet recruiting.
  - Provide Cadets with internships and two career paths: (1) commissioning as Army officers, the “Commissioning Track”, and (2) government service and global corporations, the “Global Leadership Track”.

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ung.edu/ilss
• Collaborate with Academic Affairs to incubate academic programs related to leadership, and security and strategic studies.

• Conduct research related to leadership, leadership development, and strategic studies.

• Enhance leadership development opportunities for faculty and staff.

MISSION

The ILSS leads UNG’s Cadet-related military components while assessing, researching and developing educational opportunities for Cadets to become agile, adaptive, and innovative leaders of character able to operate across multiple domains and succeed in a complex world.

VISION

Our graduates serve and contribute significantly to U.S. national security through careers in the Army, government, and global entities.

ILSS LEADERSHIP AND ADVISORY BOARD

ILSS LEADERSHIP

Executive Director, Dr. Billy Wells, Colonel, U.S. Army (Retired)

Professor of Military Science, Colonel Gery (Brent) Cummings

Commandant of Cadets, Colonel James (Tom) Palmer, U.S. Army (Retired)

Associate Vice President for Military Programs, Lieutenant Colonel Keith Antonia, U.S. Army (Retired)

Director of Development, Corps of Cadets, Mr. Phil Collins

Director of Cadet Admissions, Lieutenant Colonel Roy (Tony) Moss, U.S. Army (Retired)

Short biographies are on the ILSS web site: http://ung.edu/institute-leadership-strategic-studies/ilss-leadership.php
Affiliated

Associate Director for the Center for Global Engagement, Lieutenant Colonel Anthony (Tony) Fritchle, U.S. Army (Retired)

ILSS Advisory Board

The ILSS Advisory Board is composed of accomplished experts in leadership and strategic issues who also have a deep understanding of the value of the Corps of Cadets and its contribution to society. The purpose of the board is to facilitate the mission of the ILSS by:

- Sharing their expertise and providing thought leadership to enhance the cultural and joint, interagency, intergovernmental, and global competencies of our Cadets.
- Expanding the network of contacts to allow the continued development of innovative educational opportunities for Cadets.
- Strategically and proactively advocating for the interests of the ILSS.
- Ensuring that the Corp of Cadets always remains a vital and vibrant part of UNG, the State of Georgia, and the nation.

ILSS Advisory Board Members

President, Lieutenant General James Terry, UNG ’78. U.S. Army (Retired)

Lieutenant General Benjamin (Randy) Mixon, UNG ’75. U.S. Army (Retired)

Lieutenant General Ken Keen, U.S. Army (Retired)

Dr. Jim Crupi, UNG ’70. President and Founder, Strategic Leadership Solutions, Inc.

Lieutenant General William (Burke) Garrett, UNG ’81. U.S. Army (has agreed to serve after retirement which is anticipated on 1 December 2016)

A charter has been drafted and the first meeting of the board will take place on 7 October 2016. The ILSS is proud and honored to have these very distinguished leaders serve on the board.

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OPERATING CONCEPT

PURPOSE

Led by the Senior Vice President for Leadership and Global Engagement (SVPLGE), the ILSS acts as the higher headquarters for the Military Science Department, the Office of the Commandant of Cadets, Cadet Admissions, and the Corps Development office. It ensures that the activities of these entities are integrated, coordinated, and synchronized in order to optimize the development of our Cadets into agile, adaptive, and innovative leaders of character who can operate across multiple domains and succeed in a complex world.

FUNCTION

The ILSS researches the knowledge and competencies required for future leaders envisioned by the Army, government, and multinational corporations. It then assesses UNG’s current educational programs to ensure that Cadets have adequate opportunities to acquire this knowledge and develop those competencies (see Appendix A for a list and description of the competencies). It identifies shortfalls, and encourages, supports or develops (incubates) educational programs in collaboration with appropriate UNG academic departments, centers, institutes, colleges and outside partners to address those shortfalls. Furthermore, it cultivates interest and encourages Cadets to enroll in relevant high impact educational programs to give them a competitive edge, and to prepare them for highly successful careers. This helps achieve UNG Strategic Plan Goal 1, Objective 3, Strategy 4, to ensure the military education academic program meets the needs of the next generation of military officers and supports foundational competencies for effective leadership in complex and uncertain environments.

PARTNERSHIPS

To provide these educational opportunities, one of the critical functions of the ILSS is to develop and manage relationships with partners and entities in national and international military, government, and global corporate domains. It utilizes these partnerships to facilitate pipeline development, explore and develop funding opportunities, and expand national and international experiences for Cadets and faculty. Experiences include internships, Cadet exchange programs, and study abroad opportunities. Partners may include, among others, the U.S. Army; the Georgia Department of Defense; military academies and universities in allied nations; global corporations; the North Georgia Corps of Cadets Association and the Corps Advisory Council; think tanks; state and federal legislators; federal agencies; non-governmental agencies; the United States Military Academy; the Army Cyber Institute; the Army Reserve; and others.

RESEARCH

The ILSS also enhances Cadet professional education by facilitating research projects on leadership and strategic studies. Such projects develop the critical thinking skills of our Cadets and enhances the UNG brand as a leadership institution. Research projects may be conducted in collaboration
with outside entities, including the Army University, the Army Research Institute, the Center for Strategic and International Studies (CSIS) or other think tanks, some of which may provide funding for research projects. The ILSS also partners with UNG academic departments and the Center for Undergraduate Research and Creative Activities (CURCA) to facilitate the development of undergraduate research projects in disciplines such as human performance enhancement, political science, criminal justice, international affairs, security and strategic studies, and cyber operations. Research, along with other military-related projects may be published by the UNG Press.

JOURNAL

Part of the UNG Press’ strategy is to publish a leadership and strategic studies journal (International Journal of Security Studies: a graduate and undergraduate student research journal). The Press will call for papers from our own UNG Cadets as well as military students attending such institutions as the Army University, the Army War College, the Air War College, and the Naval War College. It will collaborate with various military presses, such as the Army Press, to publish high quality peer-reviewed articles that the various presses are unable to publish due to lack of space. The Press will also reach across international boundaries to publish papers authored by international officers and Cadets. Foreign officers attending U.S. military war colleges, officers in foreign countries, international exchange Cadets who are attending UNG, and Cadets in foreign military academies are encouraged to submit papers. The purpose is to gain different perspectives on strategic issues and leadership from people who live in other regions of the world.

SPEAKERS

The ILSS invites guests to speak about topics relevant to leadership and strategic studies. It also hosts an annual leadership or strategic studies-related conference. These events are designed to stimulate critical thinking, expand knowledge, and enhance the reputation of UNG as a nationally prominent institution in leadership development and strategic studies. Our first conference is scheduled for 15 November 2015 in collaboration with the Mike Cottrell College of Business and the College of Arts and Letters. It’s planned as a one-day symposium on the topic of security: International Trade Agreements: Do They Enhance or Degrade U.S. Economic Security?

LEADER DEVELOPMENT

UNG is a University System of Georgia leadership institution largely because of its historic status as a military college. The ILSS uses its expertise with the Army’s leadership development doctrine to enhance leadership development for all UNG faculty and staff. Working with the provost and senior vice president for business and finance, the ILSS periodically reviews and assesses current
leadership development programs, identifies weaknesses and shortfalls, and develops additional training and educational opportunities.

RESOURCING

The ILSS ensures that subordinate entities are adequately resourced to perform their missions. It starts with recruiting. Cadet Admissions must create enough demand among prospective Cadets and influencers in order to enroll new classes of Cadets in sufficient numbers who are increasingly talented in scholar, athlete and leader attributes. The Commandant of Cadets must be resourced to fund co-curricular programs and activities that create leadership opportunities and result in retaining new Cadets through graduation. Funding must be secured to allow flexibility to develop new educational opportunities as urgent needs arise, rather than programming funding for projects to begin in the out-years. The ILSS must ensure that UNG master facilities planning incorporates the future needs of the Corps of Cadets. Finally, resources must be allocated to develop a more robust and defined educational and career assistance systems for non-commissioning Cadets who enter the Global Leadership Track in their junior year.

CADET RECRUITING

With regard to Cadet recruiting, our intent is to attract high school students who have a strong desire for the types of careers for which the ILSS prepares them. We seek disciplined, physically fit, intellectually-inquisitive young men and women who have good records of academic achievement, leadership, and athletic participation while in high school. Part of our recruiting effort is to create and sustain summer pipeline programs that gain students’ interest in ILSS-supported activities.

AGILITY

Like the leadership competencies that we’re developing in our Cadets, the ILSS must be an agile organization with the ability to adapt when new opportunities or innovative ideas arise. Adhering to rigid plans might make us feel good and comfortable, but may mean that we lag behind our competitors, make the educational experience less attractive to prospective Cadets and Centers of Influence, and make our Cadets less competitive than their peers after graduation.

Our intent is to provide our Cadets the most meaningful and relevant education possible to allow them to compete having obtained the most sought-after credentials for careers in a complex world.
A NOTE ON ORGANIZATIONAL STRUCTURE

The creation of the ILSS has been an extremely “disruptive” and effective innovation, helping to achieve the UNG Strategic Plan Goal 1, Objective 1, Strategy 4 which specifies that UNG will examine the feasibility of new organizational structures that support academic excellence and innovation while enhancing existing innovative structures and signature programs. The entire ILSS leadership agrees that for day-to-day operations and planning, there is better communication, coordination and transparency among the Cadet-related military entities for operational matters than at any other time in the modern history of the university. However, administrative functions remain stove-piped under the pre-ILSS organization. The optimal aspirational goal is to put all administrative functions under the ILSS as well. Doing so will help to accomplish UNG Goal 4, Objective 1, Strategy 2 which calls for establishing clear organizational roles and responsibilities in the university.

ILSS GOALS: MAJOR ACCOMPLISHMENTS AND CHALLENGES

SIZE OF THE CORPS OF CADETS

Our goal is to grow the Corps of Cadets to 850 by AY2019 and sustain that number while increasing diversity and quality. This goal underscores the UNG strategic planning assumption that UNG will remain a senior military college with a nationally-recognized military program and Corps of Cadets. The number 850 was determined by the military department about 10 years ago based on the Army’s projected commissioning mission for UNG. UNG subsequently built new Cadet residence hall capacity to accommodate 782 Cadets in residence. The assumption was that commuting Cadets would approximately make up the remaining 68 Cadets needed to make 850. In May 2016, the decision was made to give 78 beds to residence life, and eliminate one company based on retention and recruiting projections.

Although all ILSS leaders are responsible for recruiting Cadets, Cadet Admissions has primary responsibility. They use a wide variety of tactics and techniques to attract the best-qualified scholar/athlete/leaders for the Corps. Among others, tactics include:

- Communicating with counselors in every high school in Georgia and in surrounding states.
- Using Facebook, YouTube and Campus Bubble social media.
- Communicating with all-service JROTC instructors in high schools, worldwide.
• Visiting high schools.
• Purchasing lists of prospective Cadets.
• E-mailing prospective Cadets.
• Recruiting for National Leadership Challenge Weekend.
• Hosting campus visits and tours for prospective Cadets and their families.
• Using North Georgia Military, Army ROTC, Minuteman, leadership and Guaranteed Reserve Force Duty scholarships as incentives.

The Office of the Commandant assists with recruiting by hosting National Leadership Challenge Weekend, supporting and participating in Open House, and implementing a Cadet Overnight Visit Experience (COVE) for prospective Cadets.

• Accomplishments:
  
  o **The Corps grew from 748 in fall 2015 to 775 in fall 2016:** a 3.6% increase - the third largest in the 143-year history of the Corps. The record of 810 was achieved in fall 2014.
  
  o Number of new Cadets that showed up to (or after) Freshman Orientation Group (FROG) Week was 190 in summer/fall of 2015 + 53 in spring 2016 for an annual total of 240 new Cadets. The number of new Cadets that showed up to (or after) summer/fall 2016 FROG Week was 223: **an impressive 17% increase over last fall.** Equally impressive was that **no new Cadet quit FROG Week,** the first time in recent history. The net result was an increase of 21% new Cadet enrollment in fall 2016. See new Cadet survey results in Appendix D for detailed information about the fall 2016 FROG Week cohort.
  
  o **Ethnic minorities rose** from 21.4% of the Corps fall 2015 to 23.25% in fall 2016: a 1.95% increase. Our goal is to reach 27% by 2019, which correlates to the percentage of ethnic minority officers in the U.S. Army, and also supports UNG Strategic Plan Goal 1, Objective 1, Strategy 5 that calls for promoting diversity in recruiting of students.
  
  o **Women rose** from 15% of the Corps of Cadets in fall 2015 to 17% in fall 2016: a 2% increase. We exceeded our goal of 16% in AY16-17, which correlates to the percentage of women officers in the U.S. Army.
  
  o Average Cadet GPA rose from 3.16 in fall 2015 to 3.17 in spring 2016, **the highest GPAs in recent history.** Sixty-two Cadets earned 4.0 GPAs during the fall semester. Academic performance improvement is partly due to focused recruiting,
and partly due to the strong emphasis placed on academic achievement by the Commandant of Cadets and Professor of Military Science.

- Cadet Admissions was funded in FY17 for one position reclassification and a second state vehicle for recruiting travel.
- ILSS attended the U.S. Army Atlanta Recruiting Battalion Reserve Partnership Council meeting at Ft. Gillem to brief all Army recruiters in the Atlanta Battalion footprint. We are negotiating to re-establish a partnership with the Athens recruiting company to assign an Army Reserve recruiter to UNG/Dahlonega to assist with Minuteman scholarship processing, recruiting Cadets for the Army Reserve, assisting Reserve Cadet/Soldiers with resolving problems, and providing instruction and mentorship for our Cadets.

- Challenges:
  - Average GPA/SAT/Freshman Index of new first time full time freshman Cadets in fall 2015 was 3.41/1097/2808 and 3.37/1095/2792 in fall 2016: a statistically insignificant change. Our goal is to remain at the same level or improve from year-to-year.

  Challenge: Only 4.1 million Americans who turned 18 in 2015 are both qualified and willing to serve in the military. That equates to 164,000, and everybody is recruiting them. The ILSS must continue to find innovative ways to attract new Cadets, including establishing a Global Leadership Track for prospective Cadets who are considering careers in government service or global entities after graduation. In addition, only 29% of all 18-24-year-olds are morally or physically eligible for military service.

  - We need create a common understanding among all ILSS leaders of our responsibility to assist with Cadet recruiting. Leaders can do this by presenting to civic organizations, visiting high school JROTC programs, speaking with influencers, getting stories published by University Relations in all forms of media, and encouraging prospective Cadets to enroll.

RETENTION OF CADETS

Our goal is to exceed the first time full time new freshman bachelor’s degree first year retention rate for UNG each fall. First to second year retention of freshman Cadets has improved dramatically over the past several years. However, we still have room to improve. UNG first time, full time
freshman first year retention for all bachelor’s degree-seeking students from fall 2014 to fall 2015 was 80.08%. Comparatively, the Corps of Cadets was 75.35% from fall 2015 to fall 2016.

- Accomplishments:
  
  o $100,000 was allocated from the COL Jack Peevy estate - $80K for current Cadets continuing in fall 2016 and $20K for new Cadets. The sale of the Peevy estate generated more than $4M and is estimated to yield more than $160,000 annually for the Corps of Cadets after the investment matures.
  o The Eagle Fund Scholarship endowment reached $300,000.
  o The UNG Parents & Family Association was involved with assisting Cadets who were having financial difficulty. As an aside, the Association also helps promote the Corps of Cadets, provides scholarships for which Cadets may apply, and provides information to families of Cadets.
  o Exceeded Cadet residence hall pro-forma all three semesters. Cadet residence halls are privately funded and must be occupied to at least 90% capacity at all times to meet contractual requirements.
  o Seventy-eight sophomores graduated from the UNG Cadet Non-Commissioned Officers’ Academy, and 40 Cadets graduated from the UNG Cadet Pre-Command Course in August. Both courses prepare Cadets who were selected for leadership positions in the Corps.
  o Helicopter orientation flights were conducted from the General Bill “Lipp” Livsey Drill Field for all new Cadets in August. This exciting event no doubt contributes to the retention of our new Cadets.

The ILSS would like to acknowledge and thank the Corps Advisory Council, our Cadet alumni who are associated with the Eagle Fund, the Parent’s & Family Association, the North Georgia Dahlonega Alumni, and all donors who have helped raise money for Cadet scholarships.

- Challenges:
  
  o Determining first-time, full-time freshman first year retention rate, and 4 and 6 year graduation rates are significant challenges that we’re working to overcome. Although UNG tracks the retention of bachelor’s and associate degree-seeking freshman and overall graduation rates, it does not distinguish between the Cadet and non-Cadet populations. Therefore, ILSS is working with UNG IT to develop banner reports
that will accurately display the information for Cadets, allowing us to assess the effectiveness of our retention and graduation initiatives.

- At a minimum, contracted Cadets need priority course registration due to the heavy demands placed on them to meet the Army’s commissioning mission for UNG. Our aspirational goal is to give all Cadets priority registration, not unlike like our NCAA athletes.

- We need a mid-term academic reporting system for early academic intervention, and will continue to advocate for such a system with appropriate UNG entities.

- We must continue planning and refining the Global Leadership Track (GLT) for non-commissioning Cadets, and hire an academic advisor to help manage the program. Our plan is that all freshman and sophomore Cadets take military sciences courses. After the sophomore year, Cadets decide whether to remain in the Commissioning Track, or move into the GLT. While in the GLT, Cadets take specified courses in lieu of Military Science III and IV. It’s our belief that by establishing the GLT, we can attract prospective Cadets who are not necessarily interested in military service, but who want to serve our country in another capacity, such as a federal agency. We also believe that the GLT will provide additional incentive and motivation for current Cadets who don’t plan to commission to remain in the Corps of Cadets for all four years.

COMMISSION AND PLACE

Our goal is to meet the Army’s commissioning mission for UNG every year, and to assist all Global Leadership Track Cadets with finding jobs or graduate-level education programs after graduating.

It’s important to note that while the Army has been down-sizing for the past few years, our requirement to produce officers for the Total Army (active, Guard and Reserve) has increased.

- Accomplishments:

  - Planning is well underway for the Global Leadership Track.

  - The North Georgia Corps of Cadets Association (NGCCA) planned the first-ever “Boar’s Head – Corps Alumni Weekend”, several events of which provide networking and mentoring opportunities for Cadets from Cadet alumni. Our goal is to support this initiative, as well as the NGCCA to the fullest extend reasonable. The ILSS thanks the North Georgia Corps of Cadets Association for their dedication and involvement in the success of our Cadets.
The Military Science Department **commissioned 83 Cadets** into the Total Army in academic year 2015-2016.

- **Challenges:**
  - Although we know the number of Cadets who commissioned active duty, and therefore have jobs after graduation, we have no mechanism to track other graduating Cadets. Moving into next year, we must develop a tracking mechanism, such as a post-graduation survey, and begin a longitudinal study of our Cadet graduates that will enable us to assess the effectiveness of our program.

**FUNDING**

Our goal is to secure adequate funding, staff and facilities to accomplish the ILSS mission. External giving and support from Corps-affiliated organizations increased, thus aiding the accomplishment of UNG Strategic Plan Goal 3, Objective 3 to seek increased external support from government and private funding sources.

- **Accomplishments:**
  - The ILSS Director of Development launched an ambitious “Georgia Gold, American Treasure” Corps of Cadets initiative with the goal of raising $93,145,000 to propel the Corps into the next 150 years continuing our tradition of producing leaders of character, fully prepared for success as officers or as leaders in American society. The Georgia Gold-American Treasure initiative is dedicated to attracting and retaining the best students, providing them with world-class education and training in state-of-the-art facilities, and ensuring those who desire to serve their nation in any capacity are able to afford the cost of their education through scholarships. The initiative targets three priority areas vital to the future of the Corps and the university's place as the premier senior military college and as a University System of Georgia leadership institution: (1) Cadet scholarships, (2) Operational support for the Corps, (3) Facilities & infrastructure for the Corps.
  - The ILSS was allocated state funding beginning with FY17.
  - UNG requested $5M in small capital projects funding from the State of Georgia to build a new indoor shooting facility. The tentative plan is to combine state funding with funding from the Department of Natural Resources (DNR) in order to produce a first class facility that accommodates most of our shooting needs. The DNR
informed us in a December meeting that they would fund 75% of any shooting facility project that we undertake.

- Approximate scholarship and grant funding disbursed to Cadets in FY 2016 (1 July 2015 – 30 June 2016) and other revenue-generating sources:
  - North Georgia Military Scholarship: $2,236,409 (paid to GaARNG Soldier/Cadets which pays room, board, tuition, fees, books and uniforms)
  - ROTC Grant: $396,000 (paid to Cadets who are Georgia residents)
  - Future Officers’ Grant: $246,000 (paid to Cadets who are Georgia residents and contracted to commission)
  - Army ROTC Scholarship: $1,972,640 (paid to 115 Cadets on Army ROTC scholarship which pays room and board or tuition and fees, books, and monthly stipend)
  - Private-Funded Scholarships: $243,746 (funded by individual and organizational donors)
  - Project Global Officer Scholarship: $347,667 (paid to Cadets enrolled in critical language coursework)
  - Chinese Language Flagship Funding: $385,243 ($1.9M cumulative since 2008)
  - GenCyber Grant: $88,007 (to conduct the National Cyber Warrior Academy for high school students)
  - U.S. Army Pay, Allowances, Operations Budget, Cadet Summer Training Pay: $2,229,089 (Military Science instructors, and Army and civilian staff)
  - Military Science Course Credit Hour Generation: $923,576 (UNG receives tuition for teaching these courses, but Military Science instructors are paid by the Army)
  - Total: $9,068,377

ILSS very much appreciates the support of the Board of Trustees of the UNG Foundation, and the business, financial aid, and advancement offices. We also thank very much the enthusiastic effort of all members of the Corps Advisory Council, and every donor who provided funding for scholarships, endowment or facilities.

- Challenge:
  - We need to find one major donor ($5M - $10M) to get the Georgia Gold, American Treasure initiative rolling. The ILSS Director of Development has met
with experienced fundraising professionals, and is developing plans to recruit such a donor.

MANAGEMENT

Our goal was to establish, maintain and improve management systems that facilitate the accomplishment of the ILSS mission and goals. We accomplished nearly all of our related objectives. The ILSS very much appreciates the excellent support from Institutional Technology for creating and refining banner reports that will assist our assessment effort, supporting our Speaker Series, and day-to-day operations support.

• Accomplishments:

  o Developed an ILSS Operational Plan that is nested within the UNG Strategic Plan for 2014-2019.
  o Established a system of routine ILSS leadership team meetings, conferences and reporting.
  o Set up a SharePoint TeamSite, U drive folder, and ILSS operations calendar to facilitate communication, coordination, and information management.
  o Created an assessment plan/matrix to monitor key performance indicators.
  o Worked with IT to create a banner report that shows Cadets who graduate by semester. Purpose is to facilitate assessment of Cadet graduation rates. Work continues with IT to produce a first time, full time freshman Cadet first year retention report.
  o Re-negotiated a Memorandum of Understanding (MOU) among the Professor of Military Science, Commandant of Cadets and the Director of Athletics pertaining to the participation of Cadets in NCAA athletics. The MOU demonstrates good faith among the signatories that Cadets can successfully fulfill their obligations as Cadets and as athletes.
  o Hosted the 5th Ranger Training Battalion commander and his Command Sergeant Major on campus to review and discuss Cadet training on Ranger facilities during FROG Week, National Leadership Challenge Weekend, and other events. The meeting was also designed to facilitate our long-standing, good faith relationship with the 5th RTBn.

BRAND AND PROMOTE

Our goal is to brand and promote the activities of the ILSS in order to facilitate the accomplishment of our mission and goals, including fundraising.
Accomplishments:

- Created an ILSS brochure, web site, logos, and presented to many UNG internal and external constituents (see Appendix B). The ILSS concept has been extremely well received by these audiences.
- Established an ILSS advisory board which has as one of its functions promoting ILSS to high-level external constituents and influencers. The board is composed of members who have executive and practical experience in geographical areas that are represented by the U.S. military’s combatant command areas of responsibilities (COCOM AORs).
- Created a new position on the Commandant’s staff to help promote the ILSS through improved media management. This position was filled, but then vacated by a former Cadet who left to join the FBI. This position will be revised to include academic advisement and management for the Global Leadership Track.
- Co-hosted the Honor2Lead simulcast on 25 September on the Dahlonega Campus with over 350 Cadets participating. Dr. John Maxwell, a world-renowned leadership speaker, was broadcast live from the Library Technology Center along with five other distinguished speakers, including LTG James Terry. This was great publicity for UNG, MCCOB and the Corps of Cadets. Much credit goes to Rose Proctor, Director of the BB&T Center for Ethical Business Leadership, and to Phil Collins, Director of Development for the Corps for making H2L happen.

The ILSS very much appreciates University Relations for their support throughout the year which included publishing and promoting Cadet-related stories, web site development and maintenance, brochure design, and graphic design.

CADET EDUCATION

Our goal is to facilitate the development of curricular and co-curricular programs to ensure Cadets become agile, adaptive and innovative leaders of character able to operate across multiple domains and succeed in a complex world. Much has been accomplished over the past year. More and more Cadets are taking advantage of high-impact programs available allowing them to further develop the competencies they need for operating in a complex world. The ILSS would like to especially thank the Center for Global Engagement, College of Arts and Letters, Office of the Provost, Mike Cottrell College of Business, Department of Athletics, and Department of Computer Science for developing new curriculum, programs and research opportunities to advance the competencies of our Cadets as well as other students.
• Accomplishments:

  o Decided on a set of “competencies” that will drive our efforts. These competencies are derived from the Army’s 21st Century Soldier Competencies, adapted to the Corps of Cadets. Their descriptions are at Appendix A.

  o Assisted with the creation of UNG’s Center for Cyber Operations Education which led to our national recognition as a National Security Agency/Department of Homeland Defense National Center of Academic Excellence for Cyber Defense Education.

  o UNG became part of the Army Cyber Institute’s Cyber Leader Development Program (CLDP) consortium of colleges and universities. Cadets who successfully complete the requirements of this program are awarded an additional skill identifier (C1) for cyber when they commission. To earn the identifier, they must:

    ▪ Major in computer science or any major with a cyber security minor.
    ▪ Be eligible for a top secret security clearance.
    ▪ Participate in a cyber-related internship for at least three weeks.
    ▪ Participate in an extra-curricular cyber club for two academic years.
    ▪ Attend a cyber security training opportunity or conference.
    ▪ Participate in a cyber security capstone project or competitive event.

  o Assisted with the development of the cyber pipeline program, National Cyber Warrior Academy, and NSA/NSF GenCyber grant proposal which resulted in the award of $88,007 to run the academy. Forty high school students participated in this two-week residential program. This relates to UNG Strategic Plan Goal 3, Objective 2, Strategy 2 to strengthen and expand K-12 partnerships.
Added language into the 2017 National Defense Authorization Act to establish ROTC Cyber Institutes at senior military colleges similar to the Army Cyber Institute at West Point.

Cadet Ryan McCaughey commissioned into the Army Cyber career field, and was sent to the Naval Post Graduate School for Cyber Systems/Cyber Operations prior to attending the cyber officer’s basic course at Ft. Gordon.

Approximately eighty-five Cadets went abroad for professional development conferences, study abroad, military training, cultural immersion, and international internships. Four Cadets participated in the Chinese Flagship Capstone year in China.

Partnered with Andrew Herr, CEO of Mind+Matter, to develop a groundbreaking human performance nutrition study. The $100,000 cost will be absorbed by Mind+Matter. The study was approved by the UNG Institutional Review Board, and will take place in fall 2016. This initiative is intended to help satisfy the UNG Strategic Plan, Goal 2: Enhance Leadership and the Development of the Whole Person, Objective 3: Promote the physical and mental well-being of students, faculty and staff.

Partnered with the Athletic Department for a NCAA/Department of Defense 3-year initiative that aims to prevent, diagnose, and treat concussions.

A new bachelor’s degree in Security and Strategic Studies designed by the College of Arts and Letters was approved by the University System Board of Regents. This degree program is designed primarily for Cadets who are seeking commissions as Army officers and have a desire to major in a defense-related degree. Much of the credit for the design and approval of this degree goes to Dr. Jespersen, the Dean of the College of Arts and Letters.

- Challenges:

  Recruiting Cadets to participate in the high intensity international opportunities developed for them will present a significant challenge. The ROTC Chinese Language Flagship program needs to grow more rapidly. We need to fulfill our obligations under our overseas partnership agreements. We need to encourage more Cadets to develop global competency. To do so will take significant effort on the part of Cadet Admissions, the Office of the Commandant of Cadets, the Military Science Department, and the Center for Global Engagement. We need multiple champions from all four components to educate our Cadets on available
opportunities, and to encourage them to participate. Without champions, we won’t achieve our goals. As we move into next year, we need to develop a comprehensive internal recruiting plan. Our internationalization goals are:

- 50% of our Cadets travel outside the U.S. over the four years that they are enrolled in the Corps of Cadets.
- 25% of our Cadets major or minor in international affairs, security and strategic studies, or a foreign language. We stand at 17.6% in fall 2016.

FACULTY AND STAFF DEVELOPMENT

LEADERSHIP DEVELOPMENT

Our goal is to assist the Provost and Senior Vice President for Business and Finance with faculty and staff leadership development. Progress toward this goal is just beginning as of this report. We plan to complete a leader development program for staff during the upcoming year. This will satisfy in part UNG Strategic Plan Goal 2, Objective 1, Strategy 1 to enhance leadership development opportunities for faculty and staff.

- Accomplishment:
  - A workgroup was assembled and first meeting held on 27 July to start developing options for a leadership development program for UNG staff, all campuses. A second meeting was held on 24 August, and planning is underway.

PROFESSIONAL DEVELOPMENT

The ILSS contributes to the professional development of employees by presenting select faculty and staff members with opportunities and funding to attend off-campus events related to strategic studies. During this reporting period, the ILSS sponsored 16 staff and faculty for the following events:

- Sep: Dr. Mann, Head of the Department of Modern and Classical Languages, and Dr. Wilson, Associate VP International Programs to Goethe Institute in Germany to finalize partnership.
- Sep: Dr. Miner, Associate Professor of Political Science, to South Africa to attend Annual Conference on Strategic Theory.
- Sep: Ms. Parson and Dr. Robinson, UNG Press, to Macon, Georgia to do WWI research.
- Sep: Dr. Robinson, UNG Press, to Italy to Annual conference of WWI Society.
Oct: Colonel Palmer, Commandant of Cadets, to Austria and Hungary for military partnership coordination.

Oct: Dr. Miner and Colonel Cummings, Professor of Military Science, to the Association of the United States Army Annual Meeting and Exposition in Washington, D.C.

Nov: Dr. Abegaz, Assistant Professor of Computer Science, and Dr. Spence, Head of the Department of Computer Science, to the Association of the United States Army Cyber Hot Topics Symposium in Arlington, Virginia.

Dec: Dr. Oates, acting Provost, to Ft. Leavenworth, to attend Army University Education Symposium.

Feb: Dr. Payne, Professor of Computer Science, to visit UNG U.S. congressional delegation.

Feb: Dr. Mienie, Associate VP for Economic Development and Community Engagement, and Dr. Oates, acting provost to South Africa to explore and develop military partnerships.

Mar: Dr. Hitz accompanying Cadets to a cyber conference at Virginia Military Institute: Ethical Dilemmas in the Digital Age.

Mar: Sergeant Major Baumann accompanying Cadets to an international conference in Latvia.

Apr: Dr. Robinson, Director of UNG Press and Dr. Allen, Head of Department of Criminal Justice, to a military history conference in Canada.

Apr: Major Duke to Norwich University to attend future of Army ROTC conference.

Jun: Colonel Palmer and Dr. Allen to Italy to explore international internships and military partnerships.

Jun: Dr. Abegaz to the National Cyber Summit in Huntsville, Alabama.

Jun: Mr. Tarnowski, VP for Advancement and Colonel Palmer to the International Military Academic Forum in Poland.

MISCELLANEOUS

FALL 2015

- Hosted an ILSS social event to facilitate team building and camaraderie.
- The Corps co-sponsored a 9/11 memorial ceremony.
- The Office of the Commandant hosted the Association of Military Colleges and Schools of the United States Senior Military College Conference on the Dahlonega Campus. There were 88 participants from nine colleges in attendance.
- ILSS represented UNG at the Tribute to Georgia’s Former POWs at the state capitol.
• The Military Science Department conducted the Distinguished Military Student (DMS) review parade for 15 DMS Cadets/seniors.
• The Corps provided support for NGC Class of 1970 reunion.
• The Corps marched in Dahlonega’s Gold Rush parade.
• The Corps provided support for Dahlonega Campus open house.
• The Corps conducted National Leadership Challenge Weekend for 180 prospective Cadets.
• The Corps and Director of Development hosted the Vietnam Era Veteran’s Luncheon and Cadet Review. Eighty veterans were recognized.
• Sent three Cadets to the USA Veteran’s Conference in Washington D.C.

SPRING 2016

• Hosted two ILSS social events to facilitate team building and camaraderie.
• The Corps of Cadets conducted Freshman Orientation Group (FROG) week in January 2016 for 53 new Cadets.
• ILSS sent two Cadets to the ALLIES EPIIC Symposium on the Future of Europe at Tufts University.
• The Corps of Cadets supported UNG Day at the state capitol.
• Sent two Cadets to the VMI Leadership Conference: Ethical Dilemmas in the Digital Age.
• ILSS attended a Cadet Alumni event at McKellar’s Lodge on Ft. Bragg, NC, hosted by LTG and Mrs. Steve Townsend.
• The Corps supported Dahlonega Campus spring open house.
• The Corps conducted the annual military ball at Riverside Military Academy.
• The Corps conducted National Leadership Challenge Weekend for 198 prospective Cadets.
• The Corps conducted Alumni Weekend activities including Memorial Retreat, Cadet Awards Review, Tattoo Ceremony for senior Cadets who were about to commission, fundraising luncheon, 5K brigade run, and Aggressor and Colombo organization demonstrations.
• The Military Department conducted an Army birthday cake cutting ceremony with the Foundation Board of Trustees.
• ILSS sponsored the “Great Decisions” workshops for the Department of Political Science and International Affairs.
SUMMER 2016

• The Office of the Commandant provided administrative support to the Federal Service Language Academy (FSLA). The FSLA is a three-week summer residential program for high school students who are interested in learning a strategic language. It consisted of two sessions in June and July.

• The Office of the Commandant provided administrative support and student supervision for National Cyber Warrior Academy. The academy was a two-week residential experience for high school students interested in cyber security.

• Planning began for first-ever Boar’s Head – Corps Alumni Weekend to be held 9-11 September 2016. Hosted by the North Georgia Corps of Cadets Association, this is the first event of its kind, and designed to provide networking, mentorship, and career advisement opportunities for our Cadets. *The ILSS very much appreciates the support of the NGCCA.*

FALL 2016

• The Corps conducted Non-Commissioned Officer Academy (NCOA) to prepare sophomore Cadets for leadership positions as sergeants, and the Pre-Command Course to prepare Cadets for command (resident assistant) positions.

• The Corps of Cadets conducted Freshman Orientation Group (FROG) week in August 2016 for 221 new Cadets (2 more reported after FROG Week).

OTHER

• Director of Development, Corps of Cadets, serves as executive director of the Corps Advisory Council, and planned and conducted four CAC meetings. He also attended four UNG Board of Trustees meetings and served as their Development Committee Director.

• Cadet Admissions conducted recruiting events throughout the year. Highlights include:
  
  o Nearly 92,000 minutes of Cadet Admissions YouTube video watched and the number of subscribers rose to 505.
  o Facebook likes/fans rose to over 24,000, of which more than 8,100 are age 13-17.
  o Hosted over 750 prospective Cadets visiting campus.
  o Recruited 378 prospective Cadets to attend National Leadership Challenge Weekend.
  o Received 261 Army ROTC scholarship applications.
  o Received 89 North Georgia Military Scholarship applications.
o Attended 113 off-campus recruiting events.
o Accumulated 3,270 inquiries, received 937 applications, accepted 531 for admission, and estimate we’ll enroll 270 new Cadets for summer and fall 2016 and spring 2017. This compares to about 240 last year.

A FEW NOTES ON THE UPCOMING YEAR

ILSS leadership will conduct a thorough review of the ILSS Annual Plan and adapt it to changes that have occurred over the past year. The intent is to continually work toward accomplishing the goals of the UNG Strategic Plan as well as ILSS goals and objectives. Areas of particular interest moving forward are:

- Petition to become designated as an Intelligence Community Center for Academic Excellence (IC-CAE). This national recognition also comes with significant grant money that we can use to fund our high-impact academic programs in this vital area. We intend to assemble a team composed of people from various UNG divisions and departments to draft the proposal.
- Continue working with UNG facilities planners on the construction of a new shooting range.
- Take the Global Leadership Track to full implementation.
- Improve or develop the internal promotion and recruitment for special programs, including strategic languages, cyber, international affairs and security studies degree programs, Global Leadership Track and others for current and prospective Cadets.
- Develop a reporting mechanism and begin a longitudinal study of our Cadet graduates that enable us to assess the percentage of our Cadets who are employed and/or enrolled in graduate education programs after graduating.
- Continue developing military partnerships overseas with emphasis on English-speaking countries.
- Work with other UNG entities to develop a feasible UNG staff leadership development program.

CADET AND CADET ALUMNI ACHIEVEMENTS: 2015-2016

UNG continued its tradition of outstanding performance at the ROTC summer camp (Cadet Leader Course – CLC) at Ft. Knox. We sent 123 Cadets, more than any other year in our history. Of those, 40 (32%) received the highest performance rating putting them in the top 15% of all the entire nation. The closest senior military college had 18% in this category. Of our other Cadets, 43
had the second-highest rating of most qualified; 26 were highly qualified; 15 were qualified; and none were not qualified.

Cadet Sidney Coursey was selected as the top graduate in her regiment of over 500 Cadets at the Cadet Leader Course at Ft. Knox. She received the AUSA Warrior Ethos Award. Our Cadets were recognized and given special awards during the graduation ceremonies in 7 out of the 9 regiments of Cadets.

Two Fulbright Scholars selected – Cadets Cody Bijeaux (Chinese) and Jacob Dietrich (Arabic). Mr. Bijeaux was also the beneficiary of the Crupi scholarship for a study abroad program, and graduated magna cum laude in May 2016. Mr. Dietrich graduated summa cum laude in May 2015.

One Boren Scholar selected – Cadet Anita Renfro majoring in Arabic and minoring in Spanish.

One Gilman Scholar (U.S. Department of State Bureau of Educational and Cultural Affairs) selected – Cadet Darion Gibson to study in China.

One Chinese Government Scholarship – Cadet Elisha Webber to study in China at Zhejiang Normal University.

Number eight Cadet on the U.S. Army Cadet Command national order of merit list (out of more than 5,200) – Cadet Eric Gleason. Cadet Gleason graduated and commissioned as an aviation officer in the Georgia Army National Guard.

Lieutenant Chase Strickland, who was number one on the U.S. Army Cadet Command national order of merit list in 2015, graduated at the top of his Ranger school class.

LTG (Ret) Burton Patrick, UNG ’59, and Mr. Bob Matthews, UNG ’70, were inducted into the National Army ROTC Hall of Fame, the inaugural year of the Army ROTC Hall of Fame at Ft. Knox, KY.
Cadet Addyson Albershardt graduated in the top of her class at the Republic of Georgia Mountain Warfare School. The Professor of Military Science reports that, “Cadet Albershardt is a real high speed Cadet; super physically fit, trained previously on the U.S. women’s national cycle team, Olympic ability. She is active on our Ranger Challenge team and leads the way on it. She also stood up the Female Mentorship Program to help prepare young Cadet women to be better prepared physically to participate in the UNG Corps of Cadets extracurricular organizations, and she maintains a very high grade point average.”

Georgia Military Veteran’s Hall of Fame Induction, 7 November 2015. The Hall of Fame began in 2013, and six of the 49 inductees are UNG graduates. Inducted in 2015:

- Major General (Ret) Ed Scholes, Class of 1961 (Valor)
- Colonel (Ret) Robert Powell, Class of 1964 (Valor)
- Colonel (Ret) Gerald Lord, Class of 1961 (Service)

Dr. Hugh M. Mills, Jr., UNG ’43 was inducted into the UNG athletics hall of fame for basketball.

Lieutenant General (Ret) James Terry was presented with the 2016 Presidential Leadership Award by Dr. Jacobs. He was also nominated by the Mike Cottrell College of Business, and was recognized as one of the first 100 AACSBInternational (AACSBI) Influential Leaders. AACSBI serves as the global accrediting body and membership association for business schools.

Major General (Ret) Jim Cravens, UNG ’66, was presented the UNG Alumni Hall of Fame award.

The UNG Champion award was presented posthumously to Colonel (Ret) Lewis J. “Jack” Peevy whose estate generated more than $4,000,000 upon its sale.

Colonel (Ret) Ben Malcom, author of “White Tigers”, continued working with the South Korean government to provide benefits for South Koreans who fought as partisans in North Korea during the Korean War.

Major Joe Byerly, UNG '03, added to his list of published articles in Army Magazine and others. His blog: [https://fromthegreennotebook.com/](https://fromthegreennotebook.com/)

Colonel Patrick Duggan, UNG '95, wrote an essay entitled, *Strategic Development of Special Warfare in Cyberspace*, while attending the U.S. Army War College. It won the Strategic Research Paper category of the 2015 Chairman of the Joint Chiefs of Staff Strategic Essay Competition. It was subsequently published in *Joint Force Quarterly, 4th Quarter, 2015*.

**ARMY COLONEL-LEVEL COMMANDERS**

Colonel Patrick Ginn, UNG '91, Commander, 106th Signal Brigade, Ft. Sam Houston, TX. The 106th Signal Brigade provides all the IT services and cyber security for western U.S. His brigade has 20 installations assigned and provides technical support for another 22. The brigade falls under Army Cyber Command, with higher headquarters the 7th Signal Command and the Army's Cyber Protection Brigade at Ft. Gordon, GA.

Colonel Jim Skelton, UNG '87, Commander, 1st Information Operations Brigade, Ft Belvoir, MD. The 1st IO Brigade provides information operations support to the Army and other military forces. The brigade's functional areas include IO intelligence, reachback teams, deployable IO support teams, and IO training. Unique capabilities include cyber opposing forces, cyberspace operation support, IO best practices and doctrine.

Colonel John D. (JD) Branch, UNG '93, Commander, 780th MI Brigade, Ft Meade, MD. The 780th MI Brigade conducts signals intelligence, computer network operations, dynamic computer network defense, and denies enemies freedom of action in cyberspace.
Colonel Patrick (Pat) Duggan, UNG ’95, Commander, Joint Base Myer-Henderson Hall. He is recognized as a thought leader in special warfare in cyberspace.

Colonel Greg Beaudoin, UNG ’93, Commander, 3d Brigade, 82d Airborne Division, Ft. Bragg, NC. The airborne infantry brigade is a major component of America’s rapid reaction force: America’s Guard of Honor.

SPEAKERS

THE HONORABLE DEBRA WADA
Assistant Secretary of the Army for Manpower and Reserve Affairs
24 April 2016, addressed the Corps of Cadets during the Military Awards Review on the General Bill “Lipp” Livsey Drill Field

MAJOR (PROMOTABLE) DAN KEARNEY
75th Ranger Regiment Deputy Operations Officer
23 April 2016, addressed the Corps of Cadets during the Memorial Retreat Ceremony at Memorial Wall

MAJOR GENERAL JOHN BAKER
Chief of Army Signal Branch
15 April 2016, addressed selected Cadets on the future of the Army signal and cyber career fields

COLONEL PATRICK DUGGAN
Special Forces, Special Operations Forces Fellow, Strategic Landpower Task Force, UNG Alumnus
30 March 2016, addressed Cadets, faculty, staff, and other constituents on “Special Warfare in Cyberspace”

BRIGADIER GENERAL PETER JONES
Army Chief of Infantry
21 January 2016, spoke with Cadets on the topic of leadership
**COLONEL RAY ROTTMAN, USAF, RETIRED**  
Executive Director of the Association of Military Colleges & Schools of the United States  
11 November 2015, addressed the Corps of Cadets on the meaning of military service during the Veteran's Day parade

**BRIGADIER GENERAL TOM CARDEN**  
Commanding General, Georgia Army National Guard  
10 November 2015, spoke with the Cadets who are Soldiers in the Georgia Army National Guard

**COLONEL (PROMOTABLE) SEAN GAINEY**  
Deputy Commanding General, U.S. Army Cadet Command  
10 September 2015, addressed the Corps of Cadets during the Distinguished Military Student Review

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**CORPS OF CADETS PROFILE FOR FALL 2016**

**DEMOGRAPHICS**

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<tr>
<th>#/%</th>
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<tr>
<td>158/20%</td>
<td>Out of State (31 states + 6 APOs)*</td>
<td>54/7%</td>
<td>Hispanic</td>
<td>3/NA</td>
<td>Graduate Students</td>
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<td>3/NA</td>
<td>International</td>
<td>35/4.5%</td>
<td>Multiracial</td>
<td>198/25.5%</td>
<td>STEM Majors (Chem + Physics + BSN + Bio + Math + CS)</td>
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<td>132/17%</td>
<td>Women</td>
<td>1/NA</td>
<td>Native Hawaiian or Pacific Islander</td>
<td>39/5%</td>
<td>Modern languages (plus 31 minors) Goal is 50 by 2019.</td>
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<td>181/23.35%</td>
<td>All ethnic minorities</td>
<td>202/34%</td>
<td>Freshmen</td>
<td>152/19.6%</td>
<td>Cadets are on NGMS scholarship</td>
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<tr>
<td>2/NA</td>
<td>American Indian or Alaska Native</td>
<td>163/21%</td>
<td>Sophomores</td>
<td>244/31.5%</td>
<td>Cadets are on Army ROTC Scholarship**</td>
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<td>39/5%</td>
<td>Asian</td>
<td>156/20%</td>
<td>Juniors</td>
<td>224/29%</td>
<td>Cadets are also Soldiers in the GaARNG***</td>
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<td>50/6.5%</td>
<td>Black</td>
<td>191/24.5%</td>
<td>Seniors</td>
<td>16/2%</td>
<td>Cadets are also Soldiers in the Army Reserve</td>
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* Top states: FL = 29; NC = 21; VA = 13; TN = 11; SC = 10; AL = 9.  
** Total: 6 x 2-yr, 154 x 3-yr, 84 x 4-yr. Includes all types: line, STEM, language, nurse, Green to Gold, 2+2  
*** ILSS thanks the Georgia Department of Defense and the Georgia Army National Guard for the mutually beneficial partnership we’ve enjoyed for decades. This partnership has been absolutely indispensable to UNG and the Corps of Cadets.
### ALL MAJORS

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<td>Pre-BSN</td>
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<td>Athletic Training</td>
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* Concentrations: Middle East = 15; Europe = 32; Asian = 20; Latin America = 2
** 25 more than fall 2015

### ALL MINORS

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<td>German</td>
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<td>International Affairs (Europe and Middle East)</td>
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### CADET ALUMNI WHO WERE ACTIVE GENERAL OFFICERS IN 2015-2016

LTG James Terry, Commanding General, V Corps (retired in 2016), and Operation Inherent Resolve in Iraq.

LTG Stephen J. Townsend, Commanding General, XVIII Airborne Corps, and Commanding General of Combined Joint Task Force - Operation Inherent Resolve, the 65-nation coalition in Iraq
with the mission of defeating ISIL in Iraq and Syria.

LTG William Garrett, Deputy Commanding General, European Combatant Command.

MG William Gayler, Commanding General, Army Aviation Center of Excellence.

MG Stephen Fogarty, Commanding General, Army Cyber Center of Excellence, then Chief of Staff, U.S. Cyber Command.

MG Alan Elliott, Assistant Deputy Commanding General for Reserve Office, Army Material Command.

BG James Jarrard, Director, J5, Joint Staff.

BG Joseph Jarrard, Adjutant General, Georgia National Guard.

BG Ronald Stephens, Western Region Medical Command.

BG Michael Scholes, Retired in 2015.

BG Paul Calvert, Deputy Commanding General, 1st Calvary Division.

CADET INTERNATIONAL PROGRAMS AND EXPERIENCES

The UNG Strategic Plan, Goal 1, Objective 3 states that UNG will become a leader in international learning with an emphasis on globalization and the needs of an emerging civilian and military workforce. The ILSS has made much progress toward this objective over the past year.
Our Cadet graduates use cultural fundamentals, self-awareness skills, and regional competence to act effectively in any situation. They use communication, including foreign language, influence, and relational skills to work effectively in varied cultural and joint, interagency, intergovernmental, and multinational contexts. They are sensitive to social behavior patterns and beliefs of individuals from other communities and/or countries and effectively partner, influence, and operate in complex joint, interagency, intergovernmental, and multinational environments.

During this reporting period, there were 748 Cadets in the Boar’s Head Brigade, of which approximately 85 (or 11%) traveled out of the U.S. for international educational experiences in 26 different countries:

- Belize
- Bukina Faso
- Georgia
- Germany
- Lithuania
- Mongolia
- Morocco
- Poland
- Portugal
- Lithuania
- Poland
- Taiwan
- China
- Bulgaria
- Hungary
- Italy
- Nepal
- Senegal
- Spain
- Scotland
- Dominican Republic
- England
- Japan
- Latvia
- Philippines
- Sri Lanka

**MILITARY EXCHANGE PROGRAMS**

The UNG military exchange program allows Cadets to attend foreign military academies for a semester, and foreign Cadets to attend UNG as Cadets in the Corps for a semester. The purpose of the exchange is to provide our Cadets with immersive exposure to the cultures of foreign militaries, and in some cases to foreign languages as well. It allows the incubation of relationships between our Cadets and those of other countries that could be of benefit in future years as Cadets connect with each other later in their careers.

**SIGNED MILITARY EXCHANGE PARTNERSHIP AGREEMENTS**

- Tadeusz Kosciuszko Land Forces Military Academy, Poland.
- Republic of China Military Academy (ROCMA), Taiwan.
- Universitat Bundeswher, Munich, Germany.
PLANNED PARTNERSHIP AGREEMENTS (ANTICIPATE MEMORANDUMS OF AGREEMENT WITHIN A YEAR)

- Theresian Military Academy, Wiener Neustadt, Austria.
- Accademia Militare, School of Applied Military Studies, Turin, Italy.
- South African Military Academy at Stellenbosch University, South Africa.
- National University of Public Service (NUPS), Hungary.
- Sogang University Army ROTC, Seoul, South Korea.
- National Defense Academy, Japan.
- Carabinieri (National) Police Academy, Rome, Italy.
- National Defense Academy of Latvia, Riga, Latvia.
- Republic of Czechoslovakia University of Defense, Czechoslovakia.

PARTNERSHIPS UNDER CONSIDERATION

- Massey University Centre for Defence and Security Studies, New Zealand.
- Academia Militar das Agulhas Negras, Brazil.
- Australian Royal Military College, Canberra, Australia.

CADET INTERNATIONAL INTERNSHIPS

The UNG Cadet international military internship program gives Cadets opportunities to work in foreign countries under supervisors who evaluate their performance. Internships help Cadets build resumes and develop many of the competencies that we expect our Cadets to achieve.

ACTIVE INTERNATIONAL INTERNSHIP MEMORANDUMS OF AGREEMENT OR ACADEMIC COOPERATION AGREEMENTS

- United States European Command, Stuttgart Germany.
- NATO Defense College, Rome, Italy.
- NATO School, Oberammergau, Germany.
- Republic of Georgia National Defence Academy, Gori, Georgia.
- Asia-Pacific Center for Strategic Studies, Honolulu, Hawaii.
- Dauglapils, Latvia (multiple).
PENDING INTERNATIONAL INTERNSHIP MEMORANDUMS OF AGREEMENT OR ACADEMIC COOPERATION AGREEMENTS

- Estonian National Defense University, Tartu, Estonia.
- Baltic Defence College, Tartu, Estonia.
- NATO Cooperative Cyber Defense Center of Excellence, Tallinn, Estonia.
- U.S. Embassy in Hague, Netherlands.
- National University of Public Service, Hungary.

CADETS PARTICIPATING IN MILITARY EXCHANGE PROGRAMS

UNG CADETS AT FOREIGN ACADEMIES

- Fall 2015: None.
- Spring 2016: Cadets Hanvey and Davis to the Republic of China Military Academy (ROCMA).

FOREIGN EXCHANGE CADETS AT UNG/CORPS OF CADETS

- Spring 2016: None.
- Fall 2016: Yi-Chun Chen – Taiwan ROCMA.

INTERNATIONAL CADETS AT UNG

- Fall 2015: None.
- Spring 2016: Yannick (Fred) Uwase – Rwanda.
- Fall 2016: Sergii Gura – Ukraine; Yannick (Fred) Uwase – Rwanda.

SAUDI ARABIAN CADET PILOT PROGRAM

During this reporting period, the ILSS agreed to a pilot program that will begin in fall 2017. In coordination with the U.S. Department of Defense, the Office of the Secretary of Defense, and the Saudi Ministry of Defense, eight students from Saudi Arabia will enroll in our Corps of Cadets, earn their bachelors’ degrees, and return to Saudi Arabia to become officers in the Saudi military. The Saudi Ministry of Defense believes that the U.S. officer education system is the best in the world, and wants their future officers educated in the U.S. while also experiencing and understanding American culture.
CADETS PARTICIPATING IN INTERNATIONAL INTERNSHIPS

FALL 2015
Cadet Putt - NATO Defense College, Rome, Italy

SPRING 2016
Cadet Pawlik – NATO Oberammergau, Germany
Cadet Ruhl – Beijing, China
Cadet Garcia – London, England
Cadet McCormick – Daugavpils, Latvia
Cadet Scroggins – Portugal

SUMMER 2016
Cadet Brock - NATO Defense College, Rome, Italy
Cadet Finn – NATO Oberammergau, Germany
Cadets Marney, Ezuka, McCormick – Latvia
Cadet Gibson – China
Cadet Hernandez - Italy

CADETS ATTENDING INTERNATIONAL CONFERENCES

SPRING 2016
Latvia: Cadets Gleason and Kozhemyakin
Republic of Georgia: Cadets Clements and Ellis
Poland: Cadets Putt and Lieble (iMAF Conference)
Germany: Cadet Eng and Floyd (Model UN)
Japan: Cadet Raub and Crawford
Czech Republic: Cadets Fierer, Baynard, Albers and Mendrala (Economic Defense Course)

U.S. ARMY CADET COMMAND CULTURAL UNDERSTANDING & LANGUAGE PROGRAM (CULP)

Each summer, U.S. Army Cadet Command sends 1,000 Cadets from the 276 ROTC programs abroad under the Cultural Understanding and Language Program. In summer 2016, 15 UNG
Cadets participated in three-week service learning programs or teaching English in the following countries:

- Republic of Georgia
- Philippines
- Morocco
- Nepal
- Hungary
- Bulgaria
- Senegal
- Bukina-Faso
- Lithuania
- Mongolia
- Sri Lanka

**CADETS IN THE CHINESE FLAGSHIP PROGRAM**

**ACADEMIC YEAR 2015-2016**

Twenty-five Cadets are enrolled with four in the capstone year: Cadets Cantrell, Holloway, Hughes, and Millican.

**CADETS PARTICIPATING IN STUDY ABROAD, EXCHANGE OR CULTURAL IMMERSION**

- 1 x Oman
- 3 x Belize
- 3 x Dominican Republic
- 4 x China
- 8 x Latvia
- 1 x Scotland
- 3 x ISEP, Angiers, Bulgaria,
- 10 x Morocco
- 1 x Spain
- 1 x England
- 5 x Italy
- 1 x Goethe Institut, Germany
- 1 x Portugal

**ILSS PARTNERS AND MEMBERSHIPS**

The UNG Strategic Plan, 2014-2019, Goal 3 is to expand collaborations with local, regional, national and global partners to increase community engagement and facilitate educational opportunity and economic, civic and workforce development. To that end, ILSS has many partners:

- Association of the U.S. Army (AUSA), Atlanta Chapter
- Association of Military Colleges and Schools of America
- NAFSA: Association of International Educators
- World Affairs Council of Atlanta
- Intelligence and National Security Alliance
- International Association for Intelligence Education
- Army Cyber Institute
- Army University
- Georgia National Guard
U.S. Army Atlanta Recruiting Battalion, Reserve Partnership Program
North Georgia Corps of Cadets Association
Corps Advisory Council
5th Ranger Training Battalion
U.S. Army Cadet Command
Project Global Officer
UNG Parent’s Association
Tadeusz Kosciuszko Land Forces Military Academy, Poland
Republic of China Military Academy (ROCMA), Taiwan
Universitat Bundeswher, Munich, Germany
**LEADERSHIP**

Our graduates are leaders who are prepared and willing to influence people by providing purpose, direction, and motivation to accomplish the mission and improve any organization to which they belong.

**CHARACTER AND ACCOUNTABILITY**

Our graduates demonstrate values while also developing character and accountability in their subordinates. They accept obligations of service before self and for assigned tasks, missions, and their subordinates. They build confidence in their superiors, peers, and subordinates that they can be counted upon to accomplish goals. They develop strong character, ethical reasoning and decision making, empathy for others, and the self-discipline to always do what is right.

**COMPREHENSIVE FITNESS**

Our graduates develop and maintain their own and their subordinates’ physical, emotional, social, family, and spiritual fitness. They display physical, mental, and emotional resilience, quickly recover from difficult situations, and exemplify the persistence to succeed.

**ADAPTABILITY AND INITIATIVE**

Our graduates are comfortable operating in unexpected situations. They scan the environment, assess the situation, identify unique or unexpected conditions, innovate, and use sound judgement to handle such situations effectively.

They take appropriate action and calculated risks in the absence of instructions or in situations that require modifying instructions to achieve the mission while also developing initiative and risk taking in subordinates.

**LIFELONG LEARNER (INCLUDES DIGITAL LITERACY)**

Our graduates continually assess themselves, identify what they need to learn and use skills that help them to effectively acquire, improve, and update knowledge, skills, and attitudes.

They access, evaluate, and use information from a variety of sources, and leverage technology to improve their effectiveness and that of their teams while executing the organization’s missions.
TEAMWORK AND COLLABORATION

Our graduates create high-performing teams by leading, motivating, and influencing people to work toward common goals. They are effective team members, understand team dynamics, and take appropriate action to foster trust, cohesion, communication, cooperation, effectiveness, and dependability within the team.

They seek multiple perspectives, alternative viewpoints, and manage team conflict.

COMMUNICATION AND ENGAGEMENT (ORAL, WRITTEN, AND NEGOTIATION)

Our graduates express themselves clearly in oral, written, and digital communications. They use interpersonal tact and influence to build effective working relationships and social networks that facilitate knowledge acquisition and provide feedback necessary for continuous improvement.

Engagement is characterized by a comprehensive commitment to transparency, accountability, and credibility.

CRITICAL THINKING AND PROBLEM SOLVING

Our graduates analyze and evaluate thinking, with a view to improving. They solve complex problems by using experiences, training, education, critical questioning; convergent, critical, and creative thinking; and collaboration to develop solutions. Throughout their careers, our graduates will continue to analyze information and hone thinking skills while solving problems of increasing complexity.

Our graduates are interested in developing strategic leadership competencies necessary for future assignments at the U.S. national or corporate headquarters level.

CULTURAL AND JOINT, INTERAGENCY, INTERGOVERNMENTAL, AND GLOBAL

Our graduates use cultural fundamentals, self-awareness skills, and regional competence to act effectively in any situation. They use communication, including foreign language, influence, and relational skills to work effectively in varied cultural and joint, interagency, intergovernmental, and multinational contexts. They consider and are sensitive to social behavior patterns and beliefs of
individuals from other communities and/or countries and effectively partner, influence, and operate in complex joint, interagency, intergovernmental, and multinational environments.

**TACTICAL AND TECHNICAL (FULL SPECTRUM CAPABLE) FOR COMMISSIONING CADETS**

Our graduates who commission as Army officers employ tactical and technical skills in full-spectrum military operations to accomplish the mission and support the leader’s intent. They train their subordinates to be technically and tactically competent.

As they grow, our graduates increase their understanding and application of mission command, operational contexts, systems, and technology while operating in increasingly complex environments.

They are prepared to execute offensive, defensive, stability, and civil support missions throughout the continuum of operations and transition between diverse tasks and operational actions as complex and uncertain operational situations are developed through action.

They anticipate tactical, operational, and strategic transitions and use mission command to apply lethal and nonlethal effects to achieve the commander’s intent.
APPENDIX B: ILSS PRESENTATIONS

23 Sep: Georgia Representative Chuck Williams

17 Oct: Corps Advisory Council

5 Nov: UNG Associate Vice President – Enrollment Management

19 Nov: UNG Grants and Research Staff

30 Nov: LTG (Ret) Terry

15 Dec: Jim Minter and MG (Ret) Wheeler

21 Jan: Chief of Infantry, BG Jones

29 Jan: Monthly briefing for constituents

5 Feb: LTG (Ret) Keen at Emory University

26 Feb: Influencers at UNG advancement training session

26 Feb: Monthly briefing for constituents

10 Mar: Colonel (Ret) Lord and others

12 Mar: Ft. Bragg, NC alumni

25 Mar: Monthly briefing for constituents

22 Apr: Eagle Fund representatives

25 May: Georgia Representative Terry Rogers

6 Jun: Dr Jim Crupi, UNG Foundation Trustee, and ILSS Advisory Board member

24 Jun: Monthly briefing for constituents

6 Jul: Jasper Rotary Club

8 Jul: New UNG provost and vice provost

10 Jul: Georgia State Defense Force Commander and staff

16 Jul: Corps Advisory Council
20 Jul: New Director of Career Services

26 Jul: Commander, 5th Ranger Training Battalion

29 Jul: Monthly briefing for constituents

16 Aug: Georgia State Adjutant General and Commanding General, Georgia Army National Guard

23 Aug: U.S. Representative Doug Collins staff representative, Robert Burkett


26 Aug: Monthly briefing for constituents
APPENDIX C: TRAVEL AND OFF CAMPUS EVENTS

Oct: AUSA Annual Conference and Exposition in Washington D.C., took one faculty member from the Department of Political Science and International Affairs.

Oct: GA State Assembly Cyber Meeting at Ft Gordon, GA.

Nov: AUSA Hot Topics Conference - Cyber in Alexandria, VA, took two faculty members from the Department of Computer Science.

Feb: Annual AMCSUS Conference in Alexandria, VA.

Feb: UNG U.S. Congressional delegation in Washington D.C. to acquire funding for cyber education, took Director of Center for Cyber Operations Education.

Feb/Mar: Stellenbosch University and the South African Military Academy to begin developing a military exchange partnership, and took acting provost and director of economic development.

Mar: Ft Bragg alumni gathering.

Mar: South Korea and Estonia to develop military partnerships.

Apr: 100th Anniversary of ROTC at Norwich University, VT.

Apr: ILSS Leadership attended the UNG Scholarship Gala in Oconee.

Apr: Briefed at the U.S. Army Atlanta Battalion Recruiting Partnership Council meeting at Ft. Gillem.

Jun: 8th Annual Cyber Summit at Huntsville and received certificates for NSA/DHS National Center of Academic Excellence for Cyber Defense Education, and took one faculty members from the Department of Computer Science.

Jun: NJROTC instructor conference in Jacksonville, FL.

Jun/Jul: International Military Academic Forum (iMAF) in Wroclaw, Poland and Italy to develop military partnerships.

Aug: Attended Ft. Gordon/Army Cyber Center of Excellence change of command. UNG Graduate Major General Fogarty relinquished command.

All year: Cadet Admissions to 113 off-campus recruiting events.
APPENDIX D: NEW CADET SURVEY RESULTS

Two hundred and twenty new Cadets were surveyed after Fall 2016 Freshman Orientation Group (FROG) Week near the end of August 2016. Results:

<table>
<thead>
<tr>
<th>Gender</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>179</td>
<td>81.36%</td>
</tr>
<tr>
<td>Female</td>
<td>41</td>
<td>18.64%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>159</td>
<td>72%</td>
</tr>
<tr>
<td>19</td>
<td>32</td>
<td>15%</td>
</tr>
<tr>
<td>20</td>
<td>8</td>
<td>4%</td>
</tr>
<tr>
<td>21</td>
<td>4</td>
<td>2%</td>
</tr>
<tr>
<td>22</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>23+</td>
<td>4</td>
<td>2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>In State/Out of State</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State</td>
<td>156</td>
<td>71%</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>60</td>
<td>27%</td>
</tr>
<tr>
<td>International</td>
<td>4</td>
<td>2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How did you first hear about UNG?</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>JROTC instructor</td>
<td>41</td>
<td>19%</td>
</tr>
<tr>
<td>National Guard recruiter</td>
<td>10</td>
<td>5%</td>
</tr>
<tr>
<td>Family/friends</td>
<td>26</td>
<td>12%</td>
</tr>
<tr>
<td>Internet search</td>
<td>31</td>
<td>14%</td>
</tr>
<tr>
<td>High school counselor</td>
<td>13</td>
<td>6%</td>
</tr>
<tr>
<td>College fair</td>
<td>3</td>
<td>4%</td>
</tr>
<tr>
<td>A Cadet told me</td>
<td>41</td>
<td>19%</td>
</tr>
<tr>
<td>Army reserve recruiter</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Wikipedia</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Alumni</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>Newspaper</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Advertisement</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Received letter</td>
<td>12</td>
<td>5%</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>UNG events attended</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>National Leadership Challenge</td>
<td>91</td>
<td>41%</td>
</tr>
<tr>
<td>Open house</td>
<td>51</td>
<td>23%</td>
</tr>
<tr>
<td>Self-visit/tour</td>
<td>94</td>
<td>43%</td>
</tr>
<tr>
<td>Visit w/ Cadet Admissions</td>
<td>117</td>
<td>53%</td>
</tr>
<tr>
<td>Visit w/ Undergrad Admissions</td>
<td>31</td>
<td>14%</td>
</tr>
<tr>
<td>Did not visit</td>
<td>14</td>
<td>6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Involved in JROTC?</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>103</td>
<td>47%</td>
</tr>
<tr>
<td>No</td>
<td>115</td>
<td>52%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What branch?</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Army</td>
<td>74</td>
<td>32%</td>
</tr>
<tr>
<td>Air Force</td>
<td>14</td>
<td>6%</td>
</tr>
<tr>
<td>Navy</td>
<td>16</td>
<td>7%</td>
</tr>
<tr>
<td>Marines</td>
<td>2</td>
<td>1%</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Activities in high school</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Drill team</td>
<td>6</td>
<td>3%</td>
</tr>
<tr>
<td>Honors program</td>
<td>8</td>
<td>4%</td>
</tr>
<tr>
<td>Raiders</td>
<td>63</td>
<td>29%</td>
</tr>
<tr>
<td>Cross country/track</td>
<td>40</td>
<td>18%</td>
</tr>
<tr>
<td>Color guard</td>
<td>35</td>
<td>16%</td>
</tr>
<tr>
<td>Football</td>
<td>5</td>
<td>2%</td>
</tr>
<tr>
<td>Soccer</td>
<td>30</td>
<td>14%</td>
</tr>
<tr>
<td>Band</td>
<td>64</td>
<td>29%</td>
</tr>
<tr>
<td>Rifle team</td>
<td>25</td>
<td>11%</td>
</tr>
<tr>
<td>Student government</td>
<td>69</td>
<td>31%</td>
</tr>
<tr>
<td>Boy/Girl Scouts</td>
<td>27</td>
<td>12%</td>
</tr>
<tr>
<td>Tennis</td>
<td>16</td>
<td>7%</td>
</tr>
<tr>
<td>Wrestling</td>
<td>23</td>
<td>10%</td>
</tr>
<tr>
<td>Choir</td>
<td>28</td>
<td>13%</td>
</tr>
<tr>
<td>Basketball</td>
<td>20</td>
<td>9%</td>
</tr>
<tr>
<td>Baseball</td>
<td>51</td>
<td>23%</td>
</tr>
<tr>
<td>Boy/Girl State</td>
<td>78</td>
<td>35%</td>
</tr>
<tr>
<td>Softball</td>
<td>47</td>
<td>21%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How many varsity sports letters?</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>68</td>
<td>31%</td>
</tr>
<tr>
<td>None</td>
<td>68</td>
<td>31%</td>
</tr>
<tr>
<td>Two</td>
<td>40</td>
<td>18%</td>
</tr>
<tr>
<td>Three</td>
<td>28</td>
<td>13%</td>
</tr>
<tr>
<td>Four+</td>
<td>10</td>
<td>5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other SMCs/academies applied to?</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>West Point</td>
<td>14</td>
<td>6%</td>
</tr>
<tr>
<td>The Citadel</td>
<td>28</td>
<td>12%</td>
</tr>
<tr>
<td>Norwich</td>
<td>12</td>
<td>5%</td>
</tr>
<tr>
<td>VMI</td>
<td>8</td>
<td>4%</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>10</td>
<td>5%</td>
</tr>
<tr>
<td>Texas A&amp;M</td>
<td>10</td>
<td>5%</td>
</tr>
<tr>
<td>Naval Academy</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>Merchant Marine Academy</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Air Force Academy</td>
<td>12</td>
<td>5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other USG schools applied to</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Kennesaw State</td>
<td>21</td>
<td>10%</td>
</tr>
<tr>
<td>GA Tech</td>
<td>22</td>
<td>10%</td>
</tr>
<tr>
<td>Georgia State</td>
<td>27</td>
<td>12%</td>
</tr>
<tr>
<td>UGA</td>
<td>26</td>
<td>12%</td>
</tr>
<tr>
<td>GA Southern</td>
<td>23</td>
<td>10%</td>
</tr>
</tbody>
</table>
### Most significant factor on decision to attend.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarship</td>
<td>52</td>
<td>24</td>
</tr>
<tr>
<td>National Leadership Challenge Weekend</td>
<td>26</td>
<td>12</td>
</tr>
<tr>
<td>Guard partnership program</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Family</td>
<td>24</td>
<td>11</td>
</tr>
<tr>
<td>Other</td>
<td>31</td>
<td>14</td>
</tr>
<tr>
<td>Low cost</td>
<td>61</td>
<td>28</td>
</tr>
<tr>
<td>Reserve partnership program</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>ROTC program</td>
<td>38</td>
<td>17</td>
</tr>
<tr>
<td>Honors program</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### If money was not a consideration, where would you have enrolled?

<table>
<thead>
<tr>
<th>Institution</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Texas A&amp;M</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Norwich</td>
<td>12</td>
<td>5</td>
</tr>
<tr>
<td>UGA</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>GA Tech</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Georgia State</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>The Citadel</td>
<td>14</td>
<td>6</td>
</tr>
<tr>
<td>VMI</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>GA Southern</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>3</td>
<td>1</td>
</tr>
</tbody>
</table>

### Do you plan on obtaining a commission?

<table>
<thead>
<tr>
<th>Plan</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>156</td>
<td>70.91%</td>
</tr>
<tr>
<td>No</td>
<td>22</td>
<td>10.00%</td>
</tr>
<tr>
<td>Undecided</td>
<td>40</td>
<td>18.09%</td>
</tr>
</tbody>
</table>

### Family in military?

<table>
<thead>
<tr>
<th>Military Status</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>132</td>
<td>60.00%</td>
</tr>
<tr>
<td>No</td>
<td>88</td>
<td>40.00%</td>
</tr>
</tbody>
</table>

### What branch?

<table>
<thead>
<tr>
<th>Branch</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Army</td>
<td>88</td>
<td>40%</td>
</tr>
<tr>
<td>Air Force</td>
<td>18</td>
<td>8%</td>
</tr>
<tr>
<td>Navy</td>
<td>26</td>
<td>12%</td>
</tr>
<tr>
<td>Marines</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>

### Applied for the ROTC Scholarship?

<table>
<thead>
<tr>
<th>Application Status</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>108</td>
<td>50%</td>
</tr>
</tbody>
</table>

### Applied for Georgia Military Scholarship?

<table>
<thead>
<tr>
<th>Application Status</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>196</td>
<td>89%</td>
</tr>
<tr>
<td>No</td>
<td>25</td>
<td>11%</td>
</tr>
</tbody>
</table>

### Are you in the National Guard?

<table>
<thead>
<tr>
<th>State Membership</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>24</td>
<td>11%</td>
</tr>
<tr>
<td>No</td>
<td>186</td>
<td>89%</td>
</tr>
</tbody>
</table>

### Plan to join?

<table>
<thead>
<tr>
<th>Plan to Join</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>20</td>
<td>10.20%</td>
</tr>
<tr>
<td>No</td>
<td>218</td>
<td>95%</td>
</tr>
</tbody>
</table>

### Are you in the Army Reserve?

<table>
<thead>
<tr>
<th>State Membership</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>10</td>
<td>5%</td>
</tr>
<tr>
<td>No</td>
<td>218</td>
<td>95%</td>
</tr>
</tbody>
</table>

### Plan to join?

<table>
<thead>
<tr>
<th>Plan to Join</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>23</td>
<td>10.95%</td>
</tr>
</tbody>
</table>