

# The University of North Georgia

Cadet Military Leadership Program  
2021 – 2030 Strategic Plan



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# **Cadet Military Leadership Program 2021-2030 Strategic Plan**

## **Cadet Military Leadership Program Entities**

The Cadet Military Leadership Program collectively consists of several educational, administrative, and outside entities. The Boar's Head Brigade is at the heart of the Program and is served by the Office of the Commandant of Cadets, the Office of the Professor of Military Science, the Corps of Cadets Development Office, the Office of Cadet Recruiting, the Office of Global Military Programs, the Office of Federal Liaison and Military Education Coordinator, and the Institute for Leadership and Strategic Studies (ILSS). Outside entities include the Corps Advisory Council, the North Georgia Corps of Cadets Association, and the ILSS Advisory Board. Each plays a critical role in preparing the cadets of the Boar's Head Brigade for leadership in American society. The Program's primary purpose is to produce leaders for the Total Army; however, any 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 Military Leadership Program follow.

### **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 . . ."

### **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 Military Leadership Program will respect and comply with the UNG values of Excellence, Student-focus, Integrity, Engagement, and Service. (Note. As an Army-based leader development program, the Program 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.)

## **UNG Strategic Plan Familiarization**

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

## **Cadet Military Leadership Program Purpose**

The Cadet Military Leadership Program prepares cadets to serve as leaders of character in 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 Military Leadership Program" is simply referred to as the "Program."*

## **Purposes of Cadet Military Leadership Program Entities**

**Boar's Head Brigade.** The Boar's Head Brigade serves as a leadership laboratory in which cadets practice and demonstrate proficiency in the skills and theories of leadership taught in and out of the classroom.

**Institute for Leadership and Strategic Studies.** The ILSS incubates educational programs and synchronizes the Program's entities to prepare cadets for ethical, adaptive, and innovative leadership as officers in the Total Army, other military services, or as leaders in other public or private enterprises and civic organizations for the good of American society. The ILSS publishes the *International Journal of Security Studies & Practice*, and oversees the offices of Global Military Programs and Federal Liaison and Military Education Coordinator.

**Office of the 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 University of North Georgia Senior Reserve Officer Training Corps program 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.

**Office of 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.

**Development Office, Cadet Military Leadership Program.** The Cadet Military Leadership Development Program provides resources to the Cadet Military Leadership Program through the discovery, cultivation, solicitation, and stewardship of individual, corporate, and foundation donors and partners.

**Office of Global Military Programs.** The Global Military Programs (GMP) Office provides programs and services to assist Boar's Head Brigade cadets, UNG faculty and staff, international cadets, and international military scholars seeking opportunities for exchanges, internships, military training, and other select military national and international security-related events and activities.

**Office of Federal Liaison and Military Education Coordinator.** This office serves as UNG's federal legislative liaison, and liaison for the purpose of developing educational opportunities in conjunction with other federal and military entities including the Department of Defense, Army (all components), senior military colleges, and service academies. It also manages long range planning for security-related grants, internships, and scholarships; supports security and intelligence studies curriculum development and revision with professional expertise; manages ILSS memberships in myriad professional organizations; represents UNG at intelligence and security studies conferences in the U.S. and abroad; and counsels and mentors cadets and other students on intelligence-related careers.

## **Cadet Military Leadership Program Learning Goals**

Given its mission, the Program's cadet leadership learning goals are stated in this section, and provide context for Program entity 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
- 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 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 contributes 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 Program's mission essential tasks, associated UNG Strategic Plan 2022-2027 objectives, and the Program's goals that provide the administrative support to enable a quality cadet learning experience, achieve the Program's cadet learning goals, and attract prospective cadets to enroll in the Boar's Head Brigade.

## Program Mission Essential Tasks (MET), Goals, Objectives, Strategies



**MET 1: Recruit and Retain.** This mission essential task is the *pacing* item for the Cadet Military Leadership Program: Recruiting and retaining cadets is absolutely essential, and in the foundation for this strategic plan. The Program 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 public or private sectors. We seek diverse, disciplined, physically fit, intellectually-inquisitive young people whose aspirations meet UNG's 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. (CMLP Goal 1)

**Objective 2.5:** Promote personal wellness, resiliency, and financial stability through student programs and experiences. (CMLP Goal 2)

**Objective 2.6:** Create experiences that promote a sense of belonging and foster engagement within each of UNG's campuses and across the university. (CMLP Goal 2)

**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. (CMLP Goal 1)

**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. (CMLP Goal 2)

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

**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. (CMLP Goal 2 & 3)

## **CMLP MET 1 Recruit and Retain Goals and Objectives:**

**Goal 1.** Recruit to grow the Boar's Head Brigade to 850 cadets with a wait list of qualified applicants by 2030.

*Objective 1.1.* Recruit 300 new cadets each year until the Boar's Head Brigade reaches residential capacity. (Action: Director of Cadet Recruiting)

*Objective 1.2.* By 2030, 30% 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 lieutenants and captains who were minorities in fall 2021 (30.2%)

*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 lieutenants and captains who were women in fall 2021 (21.36%)

*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 enrolling in the Boar's Head Brigade. (Action: Associate VP for Military Programs ICW UNG Executive Director of State Government Relations)

*Objective 1.6.* Implement the UNG-Marine Officer Selection Officer MOU, which provides a program to attract to the Corps of Cadets high school students who desire Marine commissions. (Action: ILSS Executive Director [lead] with PMS, Commandant, Associate Vice President for Enrollment Management, and Director of Cadet Recruiting)

**Goal 2.** Retain to graduation 70% of all cadets in six years by 2030. (Action: Commandant of Cadets [lead], Professor of Military Science)

**MET 2: Train and Educate.** We grow leaders for the Nation, and the states and communities in which they live. Therefore, the Program 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 p. 4). The Program 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 Program will ensure cadets understand the 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 compete for positions of responsibility and leadership.

## **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. (CMLP Cadet Leadership Development Learning Goals, p. 4)

**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. (CMLP Goal 4)

**Objective 2.2:** Position UNG as the premier leadership development program among U.S. Senior Military Colleges. (CMLP Strategic Plan)

**Objective 2.4:** Integrate innovative leadership competencies to equip students to become creative problem-solvers who are prepared to lead others. (CMLP Cadet Leadership Development Learning Goals, p. 4)

**Objective 3.1:** Develop and support mutually beneficial partnerships to advance student learning, faculty research, community engagement, and economic development. (CMLP Goal 4)

**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)

## **CMLP MET 2 Train and Educate Goals and Objectives:**

**Goal 3.** Continue to develop and manage relationships with partners and entities in national and international military and government domains, and global corporate domains. Utilize these partnerships to facilitate cadet pipeline development and expand military-related national and international educational experiences for cadets. (Action: Global Military Programs Director [international lead] and Military Education Coordinator [domestic 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. 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. (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)

*Objective 3.5.* Continue to develop educational opportunities in federal agencies, the Department of Defense, and global corporate entities to enable cadets to develop

talent in their aspirational professions through practical experience and professional mentoring networks. (Action: Director of Federal Liaison and Military Education Coordinator)

*Objective 3.6.* Encourage all cadets to enroll in UNG Unite to discover post-graduate mentoring and networking opportunities. (Action: Commandant of Cadets)

**Goal 4.** Establish a cadet aviation program to continue in 2022/2023 for purposes of recruiting new cadets and resume-building for talent management branching for cadets desiring to commission aviation. (Action: Federal Liaison and Military Education Coordinator)

*Objective 4.1.* Develop funding streams to reduce the cost to UNG and for participating cadets. (Action: Federal Liaison and Military Education Coordinator)

**Goal 5.** 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: Federal Liaison and Military Education Coordinator)

*Objective 5.1.* Develop funding streams to reduce the cost to UNG and for participating high school students. (Action: Federal Liaison and Military Education Coordinator)

**Goal 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: Professor of Military Science [lead], Commandant of Cadets)

**Goal 7.** 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 will include career services, federal and Nationally-competitive Scholarships (NCS), Project Global Officer, internships, study abroad, Unite, and cooperative education (for NSLT cadets). (Action: Federal Liaison and Military Education Coordinator, Commandant of Cadets [lead], PMS)

**Goal 8.** Use the ILSS Advisory Board per the ILSS Advisory Board Charter to share their expertise and provide thought leadership to enhance the cultural and joint, interagency, intergovernmental, and global competencies of our cadets; and to expand the network of contacts to allow the continued development of innovative educational opportunities for cadets. (Action: ILSS Executive Director)

*Objective 8.1.* Host three ILSS Advisory Board meetings annually: summer, fall, and spring. (Action: ISS Executive Director in coordination with ILSS Advisory Board Chair)



**Goal 9.** Host an annual symposium on leadership or security studies. These symposia are designed to stimulate critical thinking; contribute knowledge; develop or strengthen partnerships with international, military, and other organizations; and enhance the reputation of UNG as a nationally prominent institution in leadership development and security studies. (Action: ILSS Executive Director)

**Goal 10.** Encourage UNG Division of Academic Affairs to become an Intelligence Community Center of Academic Excellence (IC-CAE), and provide any assistance as requested by Academic Affairs. (Action: ILSS Executive Director, and Director of Federal Liaison and Military Education Coordinator [lead])

**MET 3: Graduate/Commission/Employ.** The principal measure of the Program'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 Program 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 3.2:** Increase UNG alumni engagement to expand educational and career opportunities for current and former students.

**CMLP MET 3 Graduate/Commission/Employ Goals and Objectives:**

**Goal 11.** Improve cadet six-year graduation rate to 70% by 2030. (Action: Commandant of Cadets [lead] and PMS)

*Objective 11.1.* By the end of 2022, capture existing second year through graduation retention strategies, identify gaps, and develop high pay-off strategies to address gaps. (Action: Commandant of Cadets)

**Goal 12.** Meet or exceed the Army's commissioning mission each year. (Action: PMS [lead], Commandant of Cadets, Director of Cadet Recruiting)

**Goal 13.** Assist 100% of cadets in securing meaningful full-time employment and/or graduate education within six months after graduation. (Action: Commandant of Cadets)

*Objective 13.1.* Recruit national security and business recruiters to engage cadets in the National Service Leadership Track or those commissioning into the Reserve Components. (Action: Commandant of Cadets [NSLT Coordinator])

**MET 4: Resource.** Resourcing is a persistent challenge for our Cadet Military Leadership Program. The program must advocate for the resources to position itself as the leader among America's senior military colleges. Resources include people, infrastructure, and funding. UNG must recognize the

uniqueness of the Program and that the usual public higher education benchmarks for staffing levels, salary, and experience cannot be applied to the Program'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. Program-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 Program 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.

#### **CMLP MET 4 Resource Goals and Objectives:**

**Goal 14.** By 2025, complete a comprehensive CMLP resourcing plan that articulates funding management, priorities, and strategies from all public and private funding sources. (Action: ILSS Executive Director [lead] in conjunction with all CMLP leaders)

*Objective 14.1.* Ensure that the goals, objectives, and implementation strategies of the CMLP Strategic Plan are adequately resourced.

**Goal 15.** By 2030, complete the CMLP Precinct Plan by constructing a Military Science Center, Corps Logistics and Aquatic Center, Marksmanship and Simulations Center, and a Cadet Success Center. (Action: Associate VP for Military programs [lead], Commandant of Cadets, and Director, Corps of Cadets Development)

*Objective 15.1.* Conduct quarterly meetings with Associate VP for Military Programs; Commandant of Cadets; Professor of Military Science; Director, Corps of Cadets Development; Senior Vice President for Leadership and Global Engagement; and Director of Capital Planning and Project Management and staff. (Action: Associate VP for Military Programs)

*Objective 15.2.* Secure \$11M in private support for Phase II by summer of 2024. Note that Phase II is estimated at \$55M. (Action: Director of Development Corps of Cadets [Lead])

**Goal 16.** Add, upgrade, or reclassify positions in the Office of the Commandant to increase capability to recruit and retain cadets. (Action: Commandant of Cadets [lead], Director, Corps Development, and Vice President for Student Affairs)

*Objective 16.1.* By 2024, add a part-time Corps Academic Coordinator and part-time Corps Scholarship Stewardship Assistant. (Action: Commandant of Cadets [lead], Director, Corps Development, and Vice President for Student Affairs)

*Objective 16.2.* By 2026, add an Assistant Commandant of Cadets position for outreach and by 2030 upgrade or reclassify existing positions in the Office of the Commandant. (Action: Commandant of Cadets [lead], Director, Corps Development and Vice President for Student Affairs)

*Objective 16.3.* By 2028, add an additional Assistant Commandant for Readiness - or one part-time Cadet Resiliency Mentor (Chaplain), and part-time Director, Cadet Health and Fitness. (Action: Commandant of Cadets [lead], Director, Corps Development, and Vice President for Student Affairs)

**Goal 17.** Engage the ILSS Advisory Board, North Georgia Corps of Cadets Association, and the Corps Advisory Council to strategically and proactively advocate for the interests of the Program, 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: Associate VP for Military Programs [lead], Commandant of Cadets)

*Objective 17.1.* Facilitate discussion and cooperation among the three organizations. (Action: Associate VP for Military Programs and Commandant of Cadets)

**MET 5. Synchronize.** The Institute for Leadership and Strategic Studies coordinates the Program by ensuring the missions of its entities are integrated, coordinated, and synchronized internally, with other appropriate UNG entities, and with external entities.

**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.

**CMLP MET 5 Synchronize Goals and Objectives:**

**Goal 18.** By the end of 2021, formalize a comprehensive Program assessment plan that drives decision making, agility, adaptability, creativity, and innovation. (Action: ILSS Executive Director)

*Objective 18.1.* Make changes when necessary to the Program's Strategic Plan and the Program entities' implementation plans based on ongoing Program assessment. (Action: ILSS Executive Director)

**Goal 19.** By the end of 2023, develop a plan to synchronize communication across all METs and Program entities with internal and external constituents. (Action: Associate VP for Military Programs [lead] and Commandant of Cadets)

*Objective 19.1.* Establish a working group which includes University Relations; ILSS; Commandant of Cadets; Professor of Military Science; Cadet Recruiting; Director of Development; Corps of Cadets; Corps Advisory Council; North Georgia Corps of Cadets Association; Parent and Family Association; 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: Associate VP for Military Programs and Commandant of Cadets)

**Goal 20** By 2025, develop a comprehensive information management system for cadets from freshman year through adult life. (Action: ILSS Executive Director)

*Objective 20.1.* Explore the use of SLATE to achieve the goal. (Action: ILSS Executive Director)

*Objective 20.2.* 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, cadet alumni functions. (Action: All CMLP Leaders)

### **Cadet Military Leadership Program Implementation Plans**

This Plan provides guidance and the Program's major goals and objectives. It is the responsibility of each goal and objective [lead] to develop detailed implementation plans that shall include:

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

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

### **Cadet Military Leadership Program 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 CMLP is primarily concerned with *program* assessment. This is the determination of how well the Program is meeting its goals and objectives. To this end, we must determine performance measures, collect data, document our progress, and adjust our Plan to improve as necessary. The ILSS Executive Director plans and coordinates assessment.

Our Program 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?

CMLP leaders will follow this assessment schedule:

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

**July.** CMLP leadership retreat to:

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

**October.** CMLP leadership conference to review progress and metrics, and develop budget requests for UNG January-February budget hearings.

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

**Cadet Military Program Key Performance Measures.** The Program'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 Program. The following key performance measures will be used to determine major activities to sustain or to improve. The ILSS Executive Director 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);
- first-year cadet fall-to-fall retention rate (percentage) at census (benchmark: exceed the percentage of other first-time freshman students enrolled on the Dahlonega campus with a goal of 80% by 2030);
- cadet program completion rate (percentage) (benchmark: exceed the other student graduation rate on the Dahlonega campus with a goal of 70% - six year graduation rate);
- number of cadets in the Boar's Head Brigade at end of fall drop/add (benchmark: meet the instructional capacity of the Department of Military Science, which is 850);
- 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 their education in the Program 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?
- 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 Program 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 Program'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 p. 4.