Leadership ★ Global ★ Strategy

UNG is designated as a State Leadership Institution and as The Military College of Georgia®.
1 October 2018

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

Dear Dr. Jacobs,

Submitted herewith is the third annual report for the Institute for Leadership and Strategic Studies (ILSS). This report serves as a record of ILSS activities from 1 September 2017 through the end of August 2018.

The ILSS continues to prove 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. To this end, the ILSS continued to make 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 your support for the ILSS. Progress is being made in numerous areas, and a few of the major accomplishments during the past year include:

- The Corps of Cadets continues to lead the way on the Dahlonega Campus in diverse enrollment.
- One hundred and five cadets commissioned as second lieutenants in the Total Army.
- Our cadets turned in an impressive performance winning the MacArthur award as the top Army ROTC program of all senior military colleges.
- Our Ranger Challenge team placed fourth in the world at the Sandhurst competition at West Point.
- One cadet ranked #2 and one ranked #5 out of more than 5,500 on the Army Cadet Command national order of merit list.
- The new National Service Leadership Track for cadets interested in pursuing careers other than the military began in fall 2018.
- Fifty-seven cadets enrolled in the new Strategic and Security Studies bachelor’s degree program.
- New partnerships were established with foreign military academies and new internship opportunities were created.

We look forward to consolidating this year’s gains, and making even more progress in 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 for Leadership and Global Engagement

James L. Terry
Lieutenant General, U.S. Army (Retired)
Chairman
ILSS Advisory Board
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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. After 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 cadet-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 cadet-related portions of the UNG Strategic Plan.

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

This annual report covers the period between 1 September 2017 and 31 August 2018.

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 tracks: (1) commissioning officers, the “Commissioning Track”, and (2) graduates entering government service and global corporations, the “National Service Leadership Track”.

- 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 win in a complex world.

VISION

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

ILSS LEADERSHIP AND ADVISORY BOARD

ILSS LEADERSHIP

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

Professor of Military Science, Colonel Joshua Wright, Infantry, U.S. Army.


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

Director of Liaison and Military Operations, Colonel Sharon Hamilton, U.S. Army (Retired). This was a new position approved by the university beginning in FY18.

Director of Cadet Admissions, Lieutenant Colonel Mike Ivy, U.S. Army (Retired).

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

AFFILIATED LEADERSHIP

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

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

International & Military Programs Coordinator, Sergeant Major Terry Bauman, U.S. Army (Retired). This was a new position approved for funding beginning in FY18.
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

Chairman, 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 (Retired).

Major General Brian Keller, U.S. Army (Retired), Vice President, Leidos Corporation, Army & Special Operations Command Strategic Account Executive.

Ms. Patricia Moynihan, Central Intelligence Agency (Retired), Senior Intelligence Service – 4, accepted our invitation to join the board on 21 August 2018.

Meetings of the board: 2 June 2017 and 5 April 2018.

AFFILIATED FACULTY

The ILSS partners with affiliated faculty members from universities in other countries. Our affiliated faculty possess terminal degrees and are accomplished experts in contemporary security and/or intelligence studies. Affiliated faculty facilitate the mission of the UNG ILSS by periodically sharing their expertise and network contacts for the development of UNG security studies and/or intelligence curriculum at the undergraduate and graduate levels. A meeting was held on 7 November 2017 on the Dahlonega Campus with Dr. Stoddart from Aberystwyth University in Wales, United Kingdom; Dr. Ball from Massey University in New Zealand; Dr. Freuling from The
Australian University; and Dr. Wells, Dr. Mienie, Dr. Hamilton and Keith Antonia from UNG, to discuss steps for moving forward with security studies collaboration.

**AFFILIATED FACULTY MEMBERS**

Dr. Kristan Stoddart, Aberystwyth University, Department of International Politics, Wales, United Kingdom.

Dr. Rhys Ball, Massey University, College of Humanities and Social Sciences, Centre for Defence and Security Studies, Auckland, New Zealand.

Dr. Stephan Fruehling, The Australian National University, Strategic and Defence Studies Centre, College of Asia and the Pacific, Acton, Australia.

Dr. Peter Dean, The Australian National University, College of Asia and the Pacific, Acton, Australia.

**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 win 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; the Association of the U.S Army, and others.

RESEARCH

The ILSS also intends to enhance 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’ function is to publish a leadership and strategic studies journal (International Journal of Security Studies: a graduate and undergraduate student research journal). The Press calls for papers from our own UNG cadets as well as

“I live in Blairsville and coming down the mountain today I listened in the local radio station as they were interviewing Rep. for the 9th District, Doug Collins. Most of the interview was him praising North Georgia for their Cybersecurity and Language program. He had all the talking points that were presented to the Foundation’s board last week. He definitely drank the Kool-Aid! I just wanted to say good job and keep doing what you are doing.” Alberto Perez, UNG Development Officer for Annual Giving, 12 October 2017
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 AND SYMPOSIA

The ILSS invites guests to speak about topics relevant to leadership and strategic studies. It also hosts an annual leadership or strategic studies-related symposium. 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 symposium was conducted on 15 November 2016 in collaboration with the Mike Cottrell College of Business and the College of Arts and Letters. It was one-day symposium on the topic of security: *International Trade Agreements: Do They Enhance or Degrade U.S. Economic Security?* Our second symposium was conducted on 8-9 November 2017 examining the topic of *Civil-Military Cooperation and International Collaboration in Cyber Operations*. It was keynoted by UNG cadet alumnus, then Major General (now Lieutenant General) Fogarty, Chief of Staff, U.S. Cyber Command and Mr. Scanlon, Deputy Chief Information Security Officer for the U.S. Department of Health and Human Services. Countries represented included Italy, Latvia, Czech Republic, Romania, South Africa, New Zealand, Japan, Republic of Georgia, Poland, and Brazil. Our third symposium will be conducted 13-15 November 2018 on *Leadership in a Complex World: Private Military Security Companies’ Influence on International Security and Foreign Policy* in the new convocation center on the Dahlonega campus.

LEADER DEVELOPMENT

UNG is a University System of Georgia leadership institution largely because of its historic tradition 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. In June of 2016, the ILSS established a cross-functional planning group to create a *Staff Leadership Development Program (SLDP)* for mid-level leaders in all divisions of UNG. The SLDP will comprise a cohort of 12-15 UNG leaders, and will consist of 48 hours of leadership development activities spanning an academic year. The program will begin in fall 2018.
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 National Service 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 (Public Service Motivation) 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 and 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

In previous annual reports, our goal was to grow the Corps of Cadets to 850 by AY2019. We have extended the year to reach that goal to 2023. Once we reach 850, we will sustain that number while increasing cadet 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 university about 13 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 the 850 goal.

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, Instagram, and other 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 managing a Cadet Overnight Visit Experience (COVE) program for prospective cadets.
Accomplishments:

- **Average GPA/SAT/Freshman Index** of new first-time full-time freshman cadets increased significantly. In fall 2017, the numbers were 3.23/1062/2690, and in fall 2018 they were 3.29/1096/2751.
- **Ethnic minorities increased** from 21.87% of the Corps in fall 2017 to 23.5% in fall 2018: a 1.63% 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. Note that the percentage of minorities in the Corps of Cadets remains well above the percentage of undergraduate minorities enrolled full time on the Dahlonega Campus, which in fall 2017 stood at 14.8%.
- **Women increased** from 15.95% of the Corps of Cadets in fall 2017 to 18.3% in fall 2018: a 2.35% increase. Our goal is 16% or more, which correlates to the percentage of women officers in the U.S. Army.
- The number of new cadets that showed up to (or after) summer/fall 2018 Freshman Orientation Group (FROG) week was 232. Of this number, five had been civilian UNG students. See new cadet survey results in Appendix D for detailed information about the fall 2018 FROG Week cohort.
- The total number of new cadets who began FROG Week in fall 2017 and spring 2018 was 311, compared to 276 the previous year. In fall 2018 and spring 2019 we are predicting a total of 297 cadets to begin FROG Week.
- The size of the Corps of Cadets in spring 2018 was 724.
- Average cadet GPA after fall 2017 was 3.11 and after spring 2018 was 3.09. Sixty-three cadets earned 4.0 GPAs after the fall 2017 semester, and 51 after the spring 2018 semester.

- **Challenges:**

  - **The Corps shrunk by 13 cadets from 777 in fall 2017 to 764 in fall 2018.** The record of 810 was achieved in fall 2014.
  - In the past five years, we have had four Directors of Cadet Admissions. Such turnover in the leadership of our cadet recruiting team is detrimental because recruiting depends heavily on personal relationships with influencers.

**RETENTION OF CADETS**

Our goal is for 75% of first-time, full-time freshman cadets to persist to sophomore year from fall to fall. First to second year retention of freshman cadets has improved dramatically over the past several years. However, we still have room to improve. The fall 2018 FTFTFR cadet retention rate
was 69% from fall 2017 to fall 2018, a drop from 70.4% from fall 2016 to fall 2017, and 75.35% from fall 2015 to fall 2016.

- Accomplishments:
  - The Military Science Department conducted “Branch Day” on 14 November 2017. The day was beneficial to all cadets as they were able to meet with representatives from 16 Army career fields (branches), as well as with representatives from local and state law enforcement organizations.
  - The Professor of Military Science conducted a cadre versus cadet “Turkey Bowl” football game prior to fall break which began with a jump from the Silver Wings parachute demonstration team paid for by the Division of Leadership & Global Engagement foundation funds.
  - $164,294 of the Jack Peevy Memorial Endowment Fund in 2017-2018 was allocated for scholarships. As of the end of FY18 (30 June 2018) the fund was at $5,125,338.
  - The Eagle Fund Scholarship endowment reached over $540,987 at end of FY18.
  - The National Service Leadership Track (NSLT) for cadets seeking careers as leaders in public service or international corporations came into being at the beginning of the fall 2018 with 40 junior and senior cadets enrolled. The ILSS hired the instructor over the summer who would teach the courses in the fall to develop the lesson plans for the courses that are taught in lieu of the regular Military Science III and IV courses.
  - 88 UNG cadets and two Polish cadets attended the spring semester Cadet Non-Commissioned Officer’s Academy in January 2018, of which 40 graduated. Ninety-one cadets began fall 2018 NCO academy and 48 graduated. Fifty-one cadets enrolled in the pre-command course. Both courses prepare cadets who were selected for leadership positions in the Corps.
Helicopter orientation flights were conducted from the General Bill “Lipp” Livsey Drill Field for all new cadets on 25 August 2018. This exciting event clearly contributes to the retention of our new cadets.

A new mentoring program will be piloted in fall 2018 where 40 junior and senior cadets will be trained to mentor freshmen.

UNG implemented ILLUME, a new automated system to identify at-risk students. The Office of the Commandant of Cadets intends to use the system to “nudge” at-risk cadets to take action appropriate to their vulnerabilities to reduce their risk of departure.

In March 2018, 74 cadets received awards during the annual military awards night hosted by the Commandant of Cadets. Of those, 43 received monetary awards totaling $43,000. During alumni weekend, 10 additional cadets were awarded scholarships totaling $42,600.

On 2 April 2018, the Army’s Golden Knights parachute demonstration team jumped onto the drill field to inspire our cadets. Colonel Cummings (Former PMS) stated, “It is exciting to bring the Army’s and world’s best parachute demonstration team to the Army’s senior military college, the University of North Georgia … The Knights professionalism is known around the world … and today’s jump highlights the spirit of UNG, the values of our Army and its professionalism.”

- Challenges:

  - In fall 2017, our first-time, full-time freshman fall to fall retention rate was 70.4%. In fall 2018, it dropped to 69%.
  - Our preliminary research indicates that the six year graduation rate for first time, full time freshmen cadets entering in fall 2012 was 49.4%. This compares to 54.2% for UNG overall. The ILSS leadership has decided not to use the four-year graduation rate as a benchmark because of the number of cadets who are involved in Army training during their first year, deployments, internships, summer cadet training, and other cadet-related leadership development activities that extend their time to graduation compared to the non-cadet population.
  - Cadet residence halls are privately funded and must be occupied to at least 90% average capacity to meet contractual requirements. Occupation rate in fall 2017 was 94.04% and 82.25% in spring 2018.

**COMMISSION AND PLACE**

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

- The National Service Leadership Track began with the fall 2018 semester.
- The North Georgia Corps of Cadets Association (NGCCA) planned the second “Boar’s Head – Corps Alumni Weekend”, several events of which provided networking and mentoring opportunities for cadets from cadet alumni. Our goal is to support this initiative, as well as the NGCCA to the fullest extent reasonable.
- The Military Science Department commissioned 105 cadets into the Total Army in academic year 2017-2018. This compares to 111 last year.

Challenges:

- We know the number of cadets who commissioned active duty, and therefore have jobs after graduation. The Office of the Commandant of Cadets is developing a mechanism to track other graduating cadets that will enable us to assess the effectiveness of our cadets’ ability to secure meaningful employment or graduate education after graduation.

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 secured a $20,000 grant from The Olmstead Foundation in calendar year 2018 for short exposures to foreign countries and culture for outstanding cadet leaders who are contracted to commission regular Army calendar year 2018. We anticipate approval for another $20,000 for calendar year 2019.
- The ILSS continued to promote the “Georgia Gold, American Treasure” Corps of Cadets initiative that started in 2016 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 initiative continues to target 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. In FY 2018:
$842,453 was raised for scholarships, a decrease from $952,868 from FY 2017
$287,305 was raised for operations, an increase from $180,195 from FY 2017
  - $22,800 was raised for facilities, an increase of $450 from FY 2017.
  - Total giving to the Corps of Cadets in FY 2018 was $1,152,558 compared to $1,133,514 in FY 2017, an increase of $19,045 or 1.68%.
  - Two estate gifts were established for the Corps of Cadets in AY 2017-2018.
  - Approximate scholarship and grant funding disbursed to cadets in Academic Year 2017-2018 and other revenue-generating sources:
    - Army ROTC and North Georgia Military Scholarships: $5,272,994.
    - ROTC and Future Officers Grants: $1,028,000 (ROTC grant is paid to cadets who are Georgia residents and contracted cadets receive both the ROTC and the Future Officer’s grant.)
    - Army ROTC stipend and uniform allowance: $1,291,501. The stipend is paid to all cadets contracted to commission and the Army uniform allowance is paid to all cadets, contracted or not, who pass the Army physical fitness test).
    - Foundation-funded scholarships dedicated to cadets in FY2018: $336,550. $403,215 is projected for FY19. In addition, cadets receive scholarships from academic departments, study abroad, and from organizations that support cadets.
    - Project Global Officer and Chinese Flagship scholarship and operational funding: $910,395.
    - GenCyber Grant: $93,880 (to conduct the National Cyber Warrior Academy for high school students in summer 2018).
    - U.S. Army Pay, Allowances, Operations Budget, Cadet Summer Training Pay: $2,287,677 (Military Science instructors, and Army and civilian staff).
    - Military Science Course Credit Hour Generation: $886,108 (UNG receives tuition for teaching these courses, but Military Science instructors are paid by the Army).
    - Olmsted grant: $20,000 for 2018 for contracted for active duty cadets to travel to non-English-speaking countries for short cultural experiences.
    - Total: $12,127,105 (Note that this figure does not include tuition assistance and other veteran benefits for approximately 250 cadets who are also Soldiers in the Guard and Reserve.)
• Challenge:

  o The goal of $93,145,000 established by the Georgia Gold, American Treasure fundraising initiative is a multi-year endeavor requiring consistent messaging to all stakeholders and communities of potential supporters. Transformational and major gifts require identification, engagement and logical plans for successful solicitation.

  The donor’s intent and expectations must be matched with the opportunities presented by the fundraising initiative. Along with major gifts, the importance of alumni annual giving, planned & estate gifts, faculty-staff donations, students, friends, and family donations must remain a high priority. Of primary importance is effectively communicating the Georgia Gold, American Treasure to all of these constituencies and maximizing opportunities to secure support from each.

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. Accomplishments:

• Updated the ILSS Operational and Assessment Plan which is nested within the UNG Strategic Plan for 2014-2019.
• Continued ILSS leadership team meetings, conferences and reporting.
• Updated the assessment matrix to monitor and report key performance indicators.
• Created an ILSS budget management system that includes annual budget guidance and budget meetings. This system results in better synchronization, allocation and acquisition of funds.

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:
  - Expanded the number of Cadet influencers from 494 to 2,443 with whom we regularly communicate and update.
  - Improved the ILSS web site.
  - Conducted a security symposium in November 2017 that served to establish a national and international reputation for our military program and related security and strategic studies.
  - Conducted presentations on the ILSS to more than 28 different audiences on the ILSS.
  - Partnered with Real Hero Report in January 2018 and the UNG Corps of Cadets appeared on the front cover and a two page article was featured inside.

• Challenges:
  - According to several different sources, the civilian-military gap in the U.S. is widening creating a dearth of knowledge about serving in the military among high school and college students.
  - The importance and visibility of the Corps of Cadets to people outside looking in continues to diminish as the percentage of the student population at UNG that the Corps of Cadets represents diminishes.

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 win in a complex world. Much has been accomplished over the past year. An increasing number of cadets are taking advantage of high-impact programs allowing them to further develop the competencies they need for operating in a complex world. Accomplishments:
• In collaboration with the Center for Cyber Operations Education, the College of Arts and Letters, and the UNG Press, ILSS hosted the second security studies-related symposium on Civil-Military Cooperation and International Collaboration in Cyber Operations. Participants, speakers, and panelist came from 15 countries including New Zealand, South Africa, United Kingdom, Hungary, Canada, Australia, Japan, Poland, Brazil, the Czech Republic, Latvia, Italy, the Republic of Georgia, Romania, and Taiwan.
  o 19 cadets studied language abroad in the U.S. Department of Defense Project Global Officer program. The goal of Project GO is to build language skills, regional expertise and intercultural communication skills for future officers.
  o 10 cadets deployed to Argentina, Romania, Peru, Uganda, Cape Verde, Latvia and Brazil in the summer of 2018 as part of the Army Cadet Command’s Cultural Understanding and Language Program (CULP).
  o 49 cadets participated in the 2018 Summer Language Institutes (15 x Arabic; 6 x Chinese; 3 x Korean; 18 x Russian; 7 x Japanese).
  o Assisted with planning and executing the third annual National Cyber Warrior Academy for 40 high school students in a 10-day residential program.
  o Added language to the 2017 National Defense Authorization Act to establish ROTC Cyber Institutes at senior military colleges. In the coming year, we will coordinate with other SMCs to work appropriations.
  o Approximately **90 cadets went abroad** for professional development conferences, studies abroad, military training, cultural immersion, and international internships.
  o Summer training. The Army sent cadets all over the world for leadership and cultural skills development:
    5 to the Army airborne school at Ft. Benning
    9 to the Army air assault school at Ft. Hood
17 to Cadet Troop Leader Training  
1 to the Sapper Leader Course  
4 to train freshman and sophomore cadets at the basic course at Ft. Knox  
5 to Nurse Summer Training Program at Ft. Lewis, Alaska, Korea, Maryland  
7 to provide opposing force support for cadet training at Ft. Knox  
1 to Cadet Field Training  
103 of 105 completed the Leader Training Course at Ft. Knox  
10 to 7 countries for Cultural Understanding and Language Program  
  o ILSS assembled a team of experts to develop an intelligence concentration for the Strategic and Security Studies bachelor’s degree program, and an intelligence minor for cadets in other majors. The team consisted of Dr. Eddie Mienie, Executive Director of the UNG Strategic and Security Studies degree program, Lieutenant Colonel (Ret) Brian Austin and Lieutenant Colonel Wayne Morris (both with decades of Army intelligence experience), and Dr. Leo Downing, Professor Emeritus and retired from the UNG position of Associate Dean, School of Arts and Letters.  

• Challenges:  
  o We need to continue to improve or develop our internal promotion and recruitment for special, high impact programs for both prospective and current cadets. These programs include strategic languages, cyber, International Affairs, Strategic and Security Studies, international and federal internships, studies abroad, Global Officer scholarships, ROTC language scholarships, Summer Language Institute, Intelligence Community scholarships, and national scholarships including Gilman, Fulbright, and Boren. Cadet Admissions must make all prospective cadets aware of the advantages of majoring, minoring, and/or participating in these programs which will make them highly competitive for national security careers. National security encompasses military, economic, political, environmental, energy, natural resources, and societal domains. The Professor of Military Science, Commandant of Cadets, and Director of Cadet Admissions must develop proactive systems and designate champions who will promote and recruit for these programs. Our internationalization goals are:  
    ▪ 50% of our cadets will travel outside the U.S. over the four to six years that they are enrolled in the Corps of Cadets.  
    ▪ 25% of our cadets will major or minor in international affairs, strategic and security studies, or a foreign language. We stood at 20.5% in fall 2018.
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 nearly complete with the start of a new Staff Leadership Development Program for staff and administrative faculty beginning in AY2018-2019. This will satisfy in part UNG Strategic Plan Goal 2, Objective 1, Strategy 1 to enhance leadership development opportunities for faculty and staff.

PROFESSIONAL DEVELOPMENT

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

- Sep: Dr. Payne (Professor of Computer Science and Director of UNG Center for Cyber Operations Education), to the Intelligence and National Security Alliance Summit in Washington D.C.
- Oct: Dr. Mienie to the Association of the U.S. Army Annual Meeting and Exposition. He was accompanied by two cadets.
- Dec: Dr. Payne to the U.S. Air Force Academy in Colorado Springs to explore their CyberWorx cyber skills development program for cadets. He was accompanied by Keith Antonia.
- Jan 2018: Captain Scifers, Assistant Professor of Military Science, to the Society for Military Ethics Conference in Cleveland, Ohio. He was accompanied by a cadet.
- Feb: Major O’Neal, Assistant Professor of Military Science, to teach leadership at the Military University of Land Forces in Wroclaw, Poland.
- Apr: Captain Carroll, Georgia Army National Guard liaison officer, to the Army Training and Doctrine Command Mad Scientist Conference in Charlotte, North Carolina.
- May: SFC (Ret) Cato to the AUSA LANPAC Symposium in Hawaii. He was accompanied by two cadets.
- May: Dr. Orr to the University and Agency Partnership Initiative Faculty Development Workshop in Monterey, California.
- Jun: Dr. Polascik, Professor of Physical Therapy, to the AUSA Medical Hot Topics symposium in San Antonio, Texas. He was accompanied by a cadet.
FALL 2017

- The Distinguished Military Student review and parade was held on Saturday, 7 October to honor 23 Distinguished Military Students, and a dinner was held on Saturday to recognize our DMS cadets and their parents. To be selected, a cadet must be in the upper half of the academic class, the upper third of the ROTC class, and the upper third of UNG’s Order of Merit List, established by the professor of military science. Additionally, cadets are selected on the basis of interest and aptitude for military service and outstanding qualities of leadership and initiative as demonstrated by participation and achievement in campus, civic and military activities.

- The Corps of Cadets supported the Athletic Department’s Nighthawks of Honor Recognition Ceremony on the Soccer Field. The Patriot Choir sang, the Blue Ridge Rifles executed a ceremonial firing detail, and the Golden Eagle Band provided a bugler to play TAPS. Thirteen cadet commanders and key leaders accompanied each of the 13 NCAA coaches onto the field for photographs. Thirteen WWI veterans were honored.

FROM DR. JACOBS
9 OCTOBER 2017

This weekend, UNG celebrated the 2nd Annual Boar’s Head Weekend, which brought many military alumni back to campus to connect with and mentor current cadets. Our Corps of Cadets and their leaders achieved unprecedented success during 2016-2017, including the university’s largest-ever commissioning class, highest GPA, and the highest number of Distinguished Military Graduates. Their excellence was further recognized earlier today, when the Association of the United States Army presented Col. Brent Cummings, our Professor of Military Science, and me with its Most Active Company Award at its national meeting in Washington, D.C. Congratulations to all!
• A cadet alumni event was held at McKellar's Lodge at Ft. Bragg, NC on 28 October where 45 people showed up, including LTG Townsend (Commanding General, XVIII Airborne Corps) and COL Beaudoin (Commander, 3d Brigade, 82d Airborne Division).

• The Corps provided a contingent of 120 cadets to march in the Lumpkin County Veteran's Day parade.

• The Professor of Military Science staged the “Turkey Bowl” football game pitting cadre against the Kadet team. Kadets won. Prior to the game, Ft. Benning's Silver Wings parachute demonstration team jumped on the drill field. Dr. Biller, Interim Vice President of Student Affairs, conducted a tandem jump with the team.

• The Corps marched in Dahlonega’s Gold Rush parade.

• The Corps provided support the UNG Open House on the Dahlonega campus.

• Lieutenant Colonel Rembert Rollison, U.S. Army (Retired), UNG '66, now deceased, was inducted into the Georgia Military Veteran’s Hall of Fame for valor in Vietnam. He was awarded for valor four times, including two silver stars for gallantry in action. With Colonel Rollison’s induction, 11% of all members of the hall of fame are North Georgia graduates.

• The Corps conducted a Veteran’s Day parade to commemorate Veteran’s Day and honor local veterans.

• The Corps conducted National Leadership Challenge Weekend for 107 prospective cadets.

• The following UNG alumni were selected for primary or alternate senior service college:

  COL Jeffrey Bragg          COL Jackson Kurtzman
  COL Johnny Casiano         COL John Maher IV
  COL Samuel Edwards         COL John Steen
  COL Steven Erickson        COL Patrick Willis
  COL Jeremy Willingham

• The following UNG alumni were selected for battalion command:

  LTC Christian Durham      LTC Edward Bankston
  LTC Robert Woodruff        LTC Timothy Palmer
  LTC Robert Moyer           LTC Kitefre Oboho
  LTC Christopher Rivers     LTC Charles Wells
SPRING 2018

• The Corps of Cadets conducted Freshman Orientation Group (FROG) week in January 2018 for 65 new cadets. Four additional cadets reported after FROG Week, for a total of 69 new cadets. Three dropped out prior to drop/add resulting in an enrollment of 66. Included in the 66 were two exchange cadets from the Tadeusz Kozicuscio University of Land Forces, Poland and one from South Africa Military Academy (SAMA).
• The Corps of Cadets conducted Non-Commissioned Officer (NCO) Academy for 89 cadets aspiring to be sergeants in the Corps.
• In January, the Professor of Military Science sent three cadets to the National Conference on Ethics in America at the Simon Center for Professional Military Ethics, U.S. Military Academy. The Army/Department of Military Services provided funding.
• The Blue Ridge Rifles and the UNG Color Guard participated in the annual Tulane Drill Meet in New Orleans on 9 February 2018. The team placed 5th overall and placed 2nd in Platoon Exhibition Drill, losing to West Point by less than 2 points. The team consisted of 23 cadets and competed against 17 other universities including Texas A&M, Norwich, West Point, University of Alabama, Auburn University, and Ole Miss.
• The commandant sent Cadets Perry and Armstrong on 13-17 February 2018 to the Student Council on National Affairs (SCONA) at Texas A&M University. Each year, SCONA examines a topic of national and global importance, giving delegates the chance to interact with the nation’s premier academic scholars, industry professionals, and well-known public figures. This year’s topic was New World Disorder: Reconsidering America’s Roles, Relationships, & Responsibilities.
• The commandant sent Cadets Hoagland and Navara and Captain Allison to the EPIIC Symposium at Tufts University in Boston. The symposium theme was Is the Liberal World Order Ending?
• In our second year in the Southern Conference, our rifle team won the 2017 rifle championship at The Citadel beating VMI, The Citadel, Georgia Southern, Wofford, and University of Alabama. Note that our team won the conference title twice.
• The Commandant hosted a ceremony on 28 March in which 74 cadets received awards for military excellence, academic achievement or leadership. Forty organizations presented monetary totaling $43,000.
• On 2 April, the Military Science Department sponsored a jump by the Army’s parachute team, the Golden Knights, on the General William (Lipp) Livsey drill field.

• On 5 April, the Corps of Cadets held its annual military ball at the new UNG convocation center on the Dahlonega Campus.

• On 5 April, the ILSS hosted an Advisory Board meeting. Members in attendance were LTG (Ret) Keen, Dr. Jim Crupi, and LTG (Ret) Garrett.

• The Corps conducted Alumni Weekend activities including a Memorial Retreat, a Cadet Awards Review, a Tattoo Ceremony for senior cadets who were about to commission, a Corps Advisory Council fundraising luncheon, a 5K brigade run, and Aggressor and Colombo demonstrations.

• The Corps supported the Dahlonega Campus spring open house.

• The Corps conducted National Leadership Challenge Weekend for 141 prospective cadets.

• ILSS sponsored the “Great Decisions” workshops for the Department of Political Science and International Affairs.

SUMMER 2018

• 14 Jun: The Office of the Commandant conducted an Army birthday cake cutting ceremony in the Pennington Military Leadership Center atrium.

• The Office of the Commandant provided administrative support and student supervision for National Cyber Warrior Academy. The academy was a ten-day residential experience for 40 high schools students interested in cyber security, some of whom may eventually join the Corps of Cadets.

FALL 2018

• 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. Ninety-one cadets participated in NCOA and 62 participated in the pre-command course.

• The Corps of Cadets conducted Freshman Orientation Group (FROG) week in August 2018 for 228 new Cadets (four more reported after FROG Week).
OTHER

- Director of Development, Corps of Cadets, reports to the Vice President for University Advancement. Working closely with the Commandant of Cadets and the ILSS leadership team, he has primary responsibility for identifying, cultivating, soliciting and stewarding donors (individual, corporations & foundations) for major gifts and planned giving as appropriate for raising private philanthropic support of the Corps of Cadets, the military education program and the University. For the Commandant of Cadets, he serves as executive director of the Corps Advisory Council (CAC), a 25 person volunteer organization with the mission of communicating the need for philanthropic support for the Corps of Cadets. He planned and coordinated four CAC meetings, attended four UNG Board of Trustees meetings along with other university alumni events and made presentations at three service organization meetings representing the Corps of Cadets. He worked closely with the alumni association’s shared interest group, the North Georgia Corps of Cadets Association, providing assistance in obtaining university assets to help the NGCA accomplish the mission of bringing Corps alumni into the life of UNG and the Corps of Cadets. The director administers several social media accounts for the purpose of promoting the Georgia Gold, American Treasure development initiative, a multi-year fundraising campaign for the benefit of the Corps. He meets with potential donors, answers inquiries from alumni and friends of the Corps and serves as an advocate for the needs of the Corps in a variety of personal and professional settings. Coordinating with the Development Officer for Annual Giving, he helps craft the annual mail campaign that is the primary source of unrestricted donations in support of the Corps.

- Cadet Admissions conducted recruiting events throughout the year. Highlights include:
  - Over 65,000 minutes of Cadet Admissions YouTube video watched and the number of subscribers rose to 605.
  - Hosted over 1,179 prospective cadets visiting campus.
  - Recruited 264 prospective cadets to attend National Leadership Challenge Weekend.
  - Received 227 Army ROTC scholarship applications.
  - Received 108 North Georgia Military Scholarship applications.
  - Attended 110 off-campus recruiting events.
  - As of the date of this report, for summer, fall of 2018 and spring 2019, combined, we accumulated 3,849 inquiries, received 875 applications, accepted 570 for admission.
  - We predict that 297 new cadets will report to FROG week in fall 2018 and spring 2019. This compares to 311 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:

- Expanding the Pennington Military Leadership Center to provide more office space, classroom space, cyber lab space, and other possibilities.
- Cooperative education (Co-op). We will explore developing a co-op program for our NSLT and cadets commissioning into the reserve components. We will begin by exploring the development of a single program with a single academic department or major this year.
- International on-line master's degree program. Our intent is to partner with one or more foreign universities to develop an international on-line security and/or intelligence and/or strategic studies master's degree program at UNG in three years, and a doctorate in seven years. This year in collaboration with academic affairs and appropriate administrative staff, we will develop and compare courses of action, decide on a course to pursue, and begin to build the program with select international partner(s).
- Develop a networking strategy. We are partnered with many international and domestic organizations. We use these partnerships to help us with the knowledge and connections we need to expand curricular and co-curricular educational opportunities for our cadets, professional development for our faculty and staff, and maintain current situational awareness amounting to a continuous environmental scan. We must now develop a comprehensive, systematic and coherent program for managing our relationship with these entities so that we remain engaged through e-mail, mail, attending conferences, inviting their representatives to UNG, visiting them, and where appropriate, maintaining up-to-date memberships.
- Research. One of the functions of the ILSS is to conduct research related to leadership, leadership development, and strategic and/or intelligence and/or security studies. To do so, we must develop a set of priorities on which we can begin research projects. Ideas may include a longitudinal study of cadets' critical thinking skills, or a study on improving issues associated with women cadets. We must take advantage of the UNG Press International Journal of Security Studies: a graduate and undergraduate student research journal. The IJoss is a peer-reviewed, interdisciplinary journal of graduate and undergraduate research and is published and supported by the Institute of Leadership and Strategic Studies (ILSS). IJoss promotes student learning by disseminating student research on security studies that make an intellectual contribution to the discipline by providing international and national perspectives on the subject. Undergraduate and graduate students/cadets from the University of North Georgia, students/cadets from other U.S. universities, and
students/cadets from institutions in foreign countries may submit original articles to be considered for publication. Students/cadets must have faculty mentors for their research.

- Develop deliberate and systemic methods for ensuring that our cadets know, understand, and live by our values of loyalty, duty, respect, selfless service, honor, integrity and personal courage. The Commandant of Cadets and the Professor of Military Science have the lead.
- Overseas military partnerships. Continue to develop military partnerships overseas. The Associate Director for Military Programs for the Center for Global Engagement has the lead.

**CADET, CADET ALUMNI, AND CADRE ACHIEVEMENTS: 2017-2018**

UNG continued its tradition of outstanding performance at the ROTC summer camp (Cadet Leader Course – CLC) at Ft. Knox. We sent 105 cadets, 103 of whom graduated. Of the graduates, 26% received the highest performance rating compared to 27% last year.

9 October 2017. AUSA National Award. UNG president, Dr. Jacobs and a cadet accepted the Association of the U.S. Army Best ROTC Company Award in the category of “Most Active Company” at the AUSA Annual Meeting and Exposition in Washington, D.C.

28 October 2017. The Ranger Challenge Team won the extremely competitive senior military college “Spartan Challenge” competition at Ft. Knox.

Two cadets were ranked in the top five – out of 5,536 cadets – on the 2017 U.S. Army Cadet Command national Order of Merit List. Cadet Lieutenant Andrew Gomez of Cumming, Georgia, is ranked second in the nation and Cadet Lieutenant Colonel Bryton Wenzel of Albany, Georgia, was ranked fifth. Rankings are determined by grade point average, physical fitness and leadership. This achievement is not only indicative of their individual performances, but also highlights the world-class leadership development program offered by the Corps of Cadets.

2017-2018: The U.S. Army Cadet Command national order of merit list was released in November. Forty-three cadets were Distinguished Military Graduates ranking in the top 20% in the nation, 11 of whom were in the top 10%. This compared to seven cadets in the top 10% last year, and 34 in the top 20%. Placement on the order of merit list is determined by superior grade point averages,
strong performance on the Army physical fitness test, and proving their worth as exceptional leaders. Cadets in the top 10% were: Addyson Albershardt, Andrew Gomez, Cameron Hite, Justin James, Reed Johnston, Hayden Pilgrim, Davis Ponder, Devin Smith, Trevor Smits, Aaron Wallace and Jack Ward.

On 11 January 2018, Garland Pinholster, class of 1949, was inducted into the UNG Athletics Hall of Fame for men's basketball. Pinholster played basketball from 1948-50, winning the state title in his final year. He is credited with inventing the "Wheel" offense while coaching at Oglethorpe University. Pinholster's coaching career includes leading the United States to a gold medal in the 1963 Pan American games and a fourth-place finish at the 1963 FIBA World Championship.

January 2018. The UNG Corps of Cadets won the MacArthur Award. The award is based on the achievement of the school's commissioning mission, cadets' performance, standing on the command's National Order of Merit List, and its cadet retention rate. Other senior military college Army ROTC programs in contention were the senior military colleges which include The Citadel, VMI, Texas A&M, Virginia Tech, and Norwich.

January 2018. Our “average” contracted senior was above the average contracted senior in 272 of the 274 Army ROTC programs in the nation. The “national order of merit list” (OML) contains over 5,500 seniors who will commission as lieutenants this year. All cadets are ranked by a score that measures scholar/athlete/leader criteria. With the third highest average OML score in the nation, UNG was significantly ahead of the other senior military colleges, the next closest of which was 26th.

January 2018. Cadet Matthew Howell was awarded the Benjamin A. Gilman International Scholarship to study in Morocco in summer 2018. The Gilman is a prestigious national scholarship open to U.S. citizens to study abroad.

January 2018. Former Cadet Grayson Ruhl was selected as a semi-finalist for the Fulbright U.S. Student Program fellowship. The Fulbright is a highly competitive program enabling graduate students to pursue academic endeavors overseas.
March. Cadet Alexi Joya (also a Guard Soldier) won the Georgia Army National Guard Best Warrior Competition at Ft. Stewart, Georgia on 5-10 March 2018. He later won the regional Best Warrior Competition. He is also a member of the UNG Ranger Challenge Team.

April 2018. Major Joe Byerly, UNG '03, published an article in *Army* magazine, “The Right Read Can Make You a Better Leader”.

April 2018. Our Ranger Challenge team won the Sandhurst ROTC Cup beating all other ROTC teams in the nation placing 4th overall. The winners were the U.S. Air Force Academy (1st place), Canadian Royal Military Academy (2nd place), UK, Sandhurst Red Team (3rd place), UNG (4th place) followed by West Point Gold Team (5th place). Lieutenant General Caslen, West Point Superintendent, personally congratulated the team as being the 1st ROTC team to ever lead the competition which happened before being over taken by the Air Force and international teams. Note that the winning teams came from organizations with much larger Corps of Cadets than UNG.

April 2018. Cadet Addyson Albershardt was selected as the Pallas Athene Award recipient for U.S. Army Cadet Command by the Women’s Army Corps Veteran’s Association. This marks her as one of the two best women Army ROTC cadets in the nation and she will share the award this year with another talented cadet from Georgetown University.

April 2018. Retired Major General William "Bil" Johnson, '72, of Morrow, Georgia, who served more than 38 years in the U.S. Army Reserve, including as chief of staff for the U.S. Transportation Command was recognized as a Distinguished Alumnus.

April 2018. Kevin Jenrette Scholarship Group, which has raised nearly $150,000 for student scholarships in the nine years since the fund was created was recognized with the Golden Steeple award.

April 2018. Cadet Bryton Wenzel was designated as the Hutcherson Outstanding Student. He was a senior nursing major from Albany, Georgia and a recipient of the UNG Military Scholarship, was ranked the number five cadet in the nation on the U.S. Army ROTC Order of Merit list and commissioned as a second lieutenant in the Corps of Engineers in the Georgia Army National Guard.

April 2018. Roderick Selman, of Armuchee, Georgia, a sophomore cadet majoring in Arabic with a minor in international affairs won the highly competitive Boren award for studying abroad in Jordan.

June 2018. Lieutenant Colonel Dan Kearney relinquished command of 2d Battalion, 501st Parachute Infantry Regiment, 1st Brigade, 82n Airborne Division and became the division G3.
### ARMY COLONEL-LEVEL COMMANDERS

<table>
<thead>
<tr>
<th>Name</th>
<th>Rank</th>
<th>Commanding Unit</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Colonel Jim Skelton</strong></td>
<td>UNG ’87, Commander</td>
<td>1st Information Operations Brigade</td>
<td>The 1st IO Brigade provides information operations support to the Army and other military forces. The brigade’s functional areas include IO intelligence, reach-back teams, deployable IO support teams, and IO training. Unique capabilities include cyber opposing forces, cyberspace operation support, IO best practices and doctrine. Colonel Skelton relinquished command in June 2018 and plans to retire.</td>
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<tr>
<td><strong>Colonel John D. (JD) Branch</strong></td>
<td>UNG ’93, Commander</td>
<td>780th MI Brigade</td>
<td>The 780th MI Brigade conducts signals intelligence, computer network operations, dynamic computer network defense, and denies enemies freedom of action in cyberspace. Colonel Branch relinquished command in April 2018.</td>
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<tr>
<td><strong>Colonel Patrick (Pat) Duggan</strong></td>
<td>UNG ’95, Commander</td>
<td>Joint Base Myer-Henderson Hall</td>
<td>He is recognized as a thought leader in special warfare in cyberspace. On 6 April 2018, he relinquished command and was assigned to the White House as a cyber policy advisor.</td>
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<tr>
<td><strong>Colonel Greg Beaudoin</strong></td>
<td>UNG ’93, Commander</td>
<td>3d Brigade, 82d Airborne Division</td>
<td>The airborne infantry brigade is a major component of America’s rapid reaction force: America’s Guard of Honor. Colonel Beaudoin relinquished command in June 2018.</td>
</tr>
<tr>
<td><strong>Colonel Richard (Dwayne) Wilson</strong></td>
<td>UNG ’93, Commander</td>
<td>78th Aviation Troop Command/State Army Aviation Officer, Georgia Army National Guard</td>
<td>The command provides responsive, operational aviation formations to Geographic Combatant Commanders in support of Unified Land Operations. When required, provides the governor with aviation capabilities in support of domestic response operations in Georgia. Colonel Wilson relinquished command in August 2018 and became the Chief of Staff of the Georgia Army National Guard.</td>
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Colonel Jason Williams, UNG ’98, was selected to command the 10th Mountain Division Artillery at Fort Drum, New York.

Colonel Chip O’Neal, UNG ’94, Commander, 32d Medical Brigade at Ft. Sam Houston, Texas. The brigade is the largest training brigade in the Army, responsible for providing the Army the absolute best medically, technically and tactically trained Soldiers and professionals in the world.

### SPEAKERS

**GENERAL MARK MILLEY, CHIEF OF STAFF OF THE ARMY**  
28 August 2018  
Addressed the Corps of Cadets in the convocation center.

**LIEUTENANT COLONEL (PROMOTABLE) JASON WILLIAMS, UNG ’98, ARMY WAR COLLEGE FELLOW IN THE CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES**  
21 April 2018  
Spoke at the Memorial Retreat ceremony.
BRIGADIER GENERAL RONALD STEPHENS, UNG ’86, DEPUTY CHIEF OF STAFF FOR SUPPORT, U.S. ARMY MEDICAL COMMAND
22 April 2018
Addressed the Corps of Cadets on leadership in the convocation center.

SERGEANT MAJOR (RET) MIKE ROBY, COMMISSIONER OF VETERANS SERVICES, GEORGIA DEPARTMENT OF VETERAN’S SERVICE
10 November 2017
Addressed the Corps of Cadets during the Veteran’s Day parade on the Dahlonega campus General William B. “Lipp” Livsey Drill Field.

MAJOR GENERAL STEPHEN G. FOGARTY, CHIEF OF STAFF, U.S.CYBER COMMAND
8 November 2017.

MS. PATTI CHRZAN, SENIOR DIRECTOR, SHARED SERVICES & STRATEGIC PROGRAMS, DIGITAL CRIMES UNIT AND MR. HERB QUINDE, INDUSTRY SOLUTIONS EXECUTIVE, MICROSOFT CORPORATION
19 October 2017
In collaboration with the Center for Cyber Operations Education, ILSS hosted Microsoft executives who spoke with cadets, faculty, staff, high school students and other students about the Digital Crimes Unit in Hoag Auditorium.
COLONEL JIMMY BLACKMON, U.S. ARMY (RETIRED), UNG ’91
6 October 2017
Former Army aviation brigade commander and combat veteran, leadership expert, professional speaker, and author of Pale Horse: Hunting Terrorists and Commanding Heroes with the 101st Airborne Division.

COLONEL (PROMOTABLE) RANDALL SIMMONS
Commanding General of the Georgia Army National Guard
7 October 2017
Addressed the Corps of Cadets and guests during the Distinguished Military Student review, providing leadership advice.

CORPS OF CADETS PROFILE FOR FALL 2018

<table>
<thead>
<tr>
<th>#/%</th>
<th>Demographic</th>
<th>#/%</th>
<th>Demographic</th>
<th>#/%</th>
<th>Demographic</th>
</tr>
</thead>
<tbody>
<tr>
<td>151/19.8%</td>
<td>Out of State (28 states + 1 APOs)*</td>
<td>60/7.8%</td>
<td>Hispanic</td>
<td>0/NA</td>
<td>Graduate Students</td>
</tr>
<tr>
<td>4/NA</td>
<td>International</td>
<td>39/5.1%</td>
<td>Multiracial</td>
<td>187/24.5%</td>
<td>STEM Majors (Chem + Physics + BSN + Bio + Math + CS + Cyber + Info)</td>
</tr>
<tr>
<td>140/18.3%</td>
<td>Women</td>
<td>2/NA</td>
<td>Asian or Pacific Islander</td>
<td>30/3.9%</td>
<td>Modern languages (plus 26 minors) Goal is 50 by 2019.</td>
</tr>
<tr>
<td>180/23.7%</td>
<td>All ethnic minorities</td>
<td>257/33.6%</td>
<td>Freshmen</td>
<td>148/19.4%</td>
<td>Cadets are on NGMS scholarship</td>
</tr>
<tr>
<td>1/NA</td>
<td>American Indian or Alaska Native</td>
<td>175/22.9%</td>
<td>Sophomores</td>
<td>269/35.2%</td>
<td>Cadets are on Army ROTC Scholarship**</td>
</tr>
<tr>
<td>29/3.8%</td>
<td>Asian</td>
<td>153/20%</td>
<td>Juniors</td>
<td>220/28.7%</td>
<td>Cadets are also Soldiers in the GaARNG***</td>
</tr>
<tr>
<td>48/6.3%</td>
<td>Black</td>
<td>180/23.6%</td>
<td>Seniors</td>
<td>27/3.5%</td>
<td>Cadets are also Soldiers in the Army Reserve</td>
</tr>
</tbody>
</table>

* Top states: FL = 38; NC = 24; TN = 12; AL = 9; VA, TX, SC = 7 each.
** Total: 21 x 2-yr, 180 x 3-yr, 68 x 4-yr. Includes all types: line, STEM, language, nurse, Green to Gold, 2+2
*** Thirteen Guard Soldiers had top secret security clearances.
# ALL MAJORS

<table>
<thead>
<tr>
<th>#</th>
<th>Major</th>
<th>#</th>
<th>Major</th>
<th>#</th>
<th>Major</th>
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</thead>
<tbody>
<tr>
<td>18/140</td>
<td>POST/Criminal Justice</td>
<td>19</td>
<td>Psychology</td>
<td>3</td>
<td>English</td>
</tr>
<tr>
<td>103</td>
<td>Business</td>
<td>27</td>
<td>Physics (incl dual degree engineering)</td>
<td>1</td>
<td>Sociology</td>
</tr>
<tr>
<td>70</td>
<td>Computer Science/Info Systems/Cyber</td>
<td>2</td>
<td>Russian</td>
<td>1</td>
<td>French</td>
</tr>
<tr>
<td>48</td>
<td>International Affairs*</td>
<td>14</td>
<td>Math (includes dual degree engineering)</td>
<td>0</td>
<td>Spanish</td>
</tr>
<tr>
<td>45</td>
<td>Biology</td>
<td>16</td>
<td>Arabic</td>
<td>1</td>
<td>Communication</td>
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<tr>
<td>39</td>
<td>Political Science</td>
<td>7, 4,</td>
<td>General Studies: Ex Science, Sports Med, Gen Studies</td>
<td>0</td>
<td>Athletic Training</td>
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<tr>
<td>27</td>
<td>Pre-BSN</td>
<td>12</td>
<td>Chinese</td>
<td>1</td>
<td>Film/Digital Media</td>
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<tr>
<td>29</td>
<td>History</td>
<td>14</td>
<td>BSN</td>
<td>0</td>
<td>Masters: International Affairs</td>
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<tr>
<td>57</td>
<td>Strategic and Security Studies</td>
<td>29</td>
<td>Kinesiology</td>
<td>1/1</td>
<td>Music/Art</td>
</tr>
<tr>
<td>9</td>
<td>Chemistry (incl dual degree engineering)</td>
<td>8</td>
<td>Education</td>
<td>23</td>
<td>Open Option/Undecided</td>
</tr>
</tbody>
</table>

* Concentrations: Middle East = 20; Europe = 17; Asia = 9; Latin America = 2

# ALL MINORS

<table>
<thead>
<tr>
<th>#</th>
<th>Minor</th>
<th>#</th>
<th>Minor</th>
<th>#</th>
<th>Minor</th>
</tr>
</thead>
<tbody>
<tr>
<td>83</td>
<td>Military Leadership</td>
<td>4</td>
<td>Korean</td>
<td>1</td>
<td>Computer Science</td>
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<tr>
<td>13</td>
<td>Arabic</td>
<td>3</td>
<td>Chinese Flagship</td>
<td>1</td>
<td>English</td>
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<tr>
<td>13</td>
<td>Cyber</td>
<td>2</td>
<td>Psychology</td>
<td>1</td>
<td>Music</td>
</tr>
<tr>
<td>8</td>
<td>Russian</td>
<td>1</td>
<td>Biology</td>
<td>1</td>
<td>Global leadership</td>
</tr>
<tr>
<td>2</td>
<td>Business</td>
<td>0</td>
<td>History</td>
<td>0</td>
<td>Information Assurance</td>
</tr>
<tr>
<td>4</td>
<td>Chinese</td>
<td>1</td>
<td>Spanish</td>
<td>0</td>
<td>French</td>
</tr>
<tr>
<td>3</td>
<td>Criminal Justice</td>
<td></td>
<td>Philosophy</td>
<td>2</td>
<td>Anthropology</td>
</tr>
<tr>
<td>3</td>
<td>Sociology</td>
<td>1</td>
<td>Political Science</td>
<td>2</td>
<td>Entrepreneur</td>
</tr>
<tr>
<td>2</td>
<td>German</td>
<td>4</td>
<td>International Affairs</td>
<td>0</td>
<td>Physics</td>
</tr>
<tr>
<td>1</td>
<td>Chemistry</td>
<td>1</td>
<td>Space Studies</td>
<td>0</td>
<td>Criminal Forensics</td>
</tr>
</tbody>
</table>
CADET ALUMNI WHO WERE ACTIVE GENERAL OFFICERS IN 2017-2018

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. Townsend was promoted to General in 2018 and assumed command of the U.S. Army Training and Doctrine Command. Of note, General Townsend is the third UNG alumus who attained the rank of general.

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

MG Stephen Fogarty, Chief of Staff, U.S. Cyber Command. Fogarty was promoted to Lieutenant General and assumed command of the Army Cyber Command.

MG Alan Elliott, Chief of Staff, Army Material Command. MG Elliott is pictured below with cadet brigade commander, c/COL Ponder, c/MAJ Lockridge, and Military Science cadre, LTC Devitt.


MG Joseph Jarrard, Adjutant General, Georgia Department of Defense.

BG Ronald Stephens, Deputy Chief of Staff for Support, Army Medical Command and later Commanding General of Regional Health Command, Europe/Command Surgeon, U.S. Army Europe.

MG Paul Calvert, Deputy Commanding General, 1st Cavalry 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 777 cadets in the Boar’s Head Brigade at the beginning of fall 2017, of which 91 (or 11.7%) traveled out of the U.S. for international educational experiences in 29 different countries:

- Argentina
- Belize
- Brazil
- Canada
- Czech Republic
- Cabo Verde
- Estonia
- France
- Germany
- Hungary
- Italy
- Israel
- Ireland
- Japan
- Latvia
- Morocco
- New Zealand
- Oman
- Peru
- Poland
- Republic of Georgia
- Romania
- Scotland
- South Africa
- South Korea
- Switzerland
- Taiwan
- Uganda
- United Kingdom

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 (MULF).
• Republic of China Military Academy (ROCMA) and the Management College of the National Defense University, Taiwan.
• South African Military Academy at Stellenbosch University, South Africa.
• National University of Public Service (NUPS), Hungary.
• Romanian Land Forces Academy, Sibiu, Romania. (Pictured at right is Dr. Ghita Barsan, Rector and Commandant, and Dr. Bonita Jacobs, president of UNG.)
• Republic of Georgia National Defense Academy, Gori, Republic of Georgia.
• Bundeswher University, Munich, Germany.

Two officers, Col. Tomasz Smal, professor and dean at the Military University of Land Forces (MULF) in Wroclaw, Poland, and Lt. Balázs Taksás, assistant professor at the National University of Public Service (NUPS) in Budapest, Hungary, were part of a contingent of five officers visiting the University of North Georgia (UNG) in spring 2018 to conduct research and serve as guest lecturers, sharing their perspective and knowledge on a range of issues, including cultural differences and political views.

• National Defense Academy of Latvia, Riga, Latvia.
• Argentine University of Defense, Buenos Aires, Argentina. (Pictured at right are Gonzalo Alvarez, president of the Argentine University of Defense with Dr. Jacobs during the partnership agreement signing ceremony in the Pennington Military Leadership Center on 5 February 2018.)
• Massey University Centre for Defence and Security Studies, New Zealand (Security Studies).

PARTNERSHIPS FOR CADET EXCHANGE AND SECURITY STUDIES UNDER CONSIDERATION

• Academia Militare, School of Applied Military Studies, Turin, Italy (Cadet Exchange).
• Sogang University Army ROTC, Seoul, South Korea (Cadet Exchange).
• National Defense Academy, Japan (Cadet Exchange).
• Carabinieri (National) Police Academy, Rome, Italy (Cadet Exchange).
• Fu Hsing Kang College, National Defense University of Taiwan, Taipei, Taiwan.
• Royal Military Academy, Saint-Jean, Quebec, Canada.
• Republic of Czechoslovakia University of Defense, Czech Republic (Cadet Exchange).
• Academia Militar das Agulhas Negras, Brazil (Cadet Exchange).
• Aberystwyth University, United Kingdom (Security Studies)
• University of New Brunswick, Canada (Security Studies)
• The Australian National University, Australia (Security Studies)
• University of New South Wales, Australian Defence Force Academy, Australia (Cadet Exchange)
• Institutions in Singapore, India, Kazakhstan, and Jagiellonian University in Poland (Security Studies)

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).
• U.S. Africa Command, Stuttgart, Germany.
• Belnor Language Center, Estonia.
• National University for Public Service, Hungary (NUPS)
• Estonian National Defense University, Tartu, Estonia.

PENDING INTERNATIONAL INTERNSHIP MEMORANDUMS OF AGREEMENT OR ACADEMIC COOPERATION AGREEMENTS

• Baltic Defence College, Tartu, Estonia.
• Bilateral Affairs Office, U.S. Embassy, Republic of Georgia
CADETS PARTICIPATING IN MILITARY EXCHANGE PROGRAMS

UNG CADETS AT FOREIGN ACADEMIES

- **Fall 2017**: Cadet Hebert, South Africa Military Academy.
- **Spring 2018**: Cadets Covington and Avret, Taiwan: Republic of China Military Academy (ROCMA); Cadet Rigby, Poland: The General Tadeusz Kosciuszko Military University of Land Forces (MULF); Cadet Michaelson to Bundeswher University, Germany.
- **Summer 2018**: Cadets Searcy and Eldred took courses in Hungary at the National University of Public Service.

FOREIGN EXCHANGE CADETS AT UNG/CORPS OF CADETS

- **Fall 2017**: Cadet Yi-Chun Chen, Taiwan, Republic of China Military Academy (ROCMA).
- **Spring 2018**: Cadet Trzak from Poland’s Military University of Land Forces and Cadet Manake from the South African Military Academy/Stellenbosch University.

INTERNATIONAL CADETS AT UNG

- None

SAUDI ARABIAN CADET PILOT PROGRAM

During the previous reporting period, the ILSS agreed to a pilot program that was intended to 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, the plan is for eight students from Saudi Arabia to 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. On 24 April 2017, Major General Saeed Abdulrhman Abu Assaf, the commandant of the Royal Saudi Forces Land Academy visited to better his understanding of what his cadets will experience while at UNG in the Corps of Cadets. There were eight Saudi cadets at Valley Forge Military College learning English to enable them to enroll at UNG; however, after a year of English language education and not enough progress to pass the required English proficiency testing to gain admission to UNG, seven additional Saudi students were sent to Valley Forge during this reporting period. As of summer 2018, there were 14 Saudi students learning English at Valley Forge. The earliest we anticipate them enrolling is spring 2019 or later.
CADETS PARTICIPATING IN INTERNATIONAL INTERNSHIPS

FALL 2017
Cadet Miller - NATO Defense College, Rome, Italy.
Cadet Hammonds – Daugavpils, Latvia.
Cadets Liebel and Eldred – National University for Public Service, Budapest, Hungary.

SPRING 2018
Cadet McLeod – NATO Defense College, Rome, Italy.

SUMMER 2018
Cadets Adams and Baker – NATO School, Oberammergau, Germany.
Cadet Greaves – U.S. European Command, Stuttgart, Germany.
Cadet Middleton – Russian Baltic Internship, Daugavpils, Latvia.

CADETS ATTENDING INTERNATIONAL CONFERENCES OR COURSES

FALL 2017
Canada: Cadet Smith attended the Canadian Association of Security and Intelligence Studies conference on Russia and the West: Temporary Stalemate or Irreconcilable Differences? In Ottawa, Canada.
Czech Republic: Cadet Moran attended the University of Defence Economics Course.
Israel: Cadet Geller attended the Interdisciplinary Center (IDC) Institute for Counterterrorism – 17th Annual World Summit on Counter-Terrorism in Herzliya, Israel.
SPRING 2018

Romania: Cadets Ward and Payne attended the International student’s week at the Romanian Land Forces Academy along with cadets from 11 other countries.

Japan: Cadets Chebat and Palmquist attended international cadet conference at the Japanese National Defense Academy.

Republic of Georgia: Cadets Heflin and McCray attended international cadet conference at the National Defense Academy of Georgia in Gori.

Italy: Cadet Guerro and Cadet Stang attended the School of Applied Military Studies in Turin.

Canada: Cadet Thomas attended the annual Gregg Centre conference at the University of New Brunswick.

France: Cadets Eitel and Armstrong attended Model UN in France.

Latvia: Cadets Diaz and Robbins attended the Latvian Defense Academy International Cadet Week.

Poland: Cadets Yeargin, Walters and Howard competed in an international ski patrol competition in Wroclaw, Poland.

Poland: Cadets Tierce and Stang attended the Military Academy Land Forces Academy International Cadet Week.

New Zealand: Cadet Craddock attended the NZIIP conference.

SUMMER 2018

Hungary: Cadets Searcy and Denton attended the International Military Academic Forum in Budapest.

Czech Republic: Cadets Thomas and Gossett attended the International Military Academic Forum.

Germany: Cadets Dunn and Simon attended Model United National Seminar in Munich.

Italy: Cadet Williams to the Cyber Security Course, Carabinieri Academy in Rome; Cadets Chastain and Mimms to the Law of Armed Conflict Course, School of Applied Military Studies in Turin.

Estonia: Cadets George and Gossett attended CyCon X: International Conference on Cyber Conflict in Tallin.

Switzerland: Cadets Rose and Franklin attended the Swiss Military Mountaineering Course, Andermatt, Switzerland.
The ILSS is very grateful for the generous grant of $20,000 by the Olmsted Foundation to fund contracted ROTC Cadet overseas experiences under the Overseas Travel and Cultural Immersion Program. Funds were used for nine cadets to participate in military academy conferences in Japan, Latvia, Republic of Georgia, and a Ski Patrol competition in Poland.

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

Each summer, U.S. Army Cadet Command sends 1,000 cadets from the 274 ROTC programs abroad under the Cultural Understanding and Language Program. In summer 2018, 10 UNG cadets participated in three-week service learning programs or teaching English in the following countries:

**Peru:**
- Cadet Hutchens
- Cadet Ilao
- Cadet Morton
- Cadet Palmquist

**Argentina:**
- Cadet Ilao
- Cadet Morton
- Cadet Navara
- Cadet Flanagan

**Uganda:**
- Cadet Navara
- Cadet Flanagan

**Cabo Verde:**
- Cadet Norman
- Cadet Flanagan

**Romania:**
- Cadet Scaggs
- Cadet Simmons
- Cadet Young

**Latvia:**
- Cadet Simmons
- Cadet Young

**Brazil:**
- Cadet Young

Each summer, U.S. Army Cadet Command sends contracted cadets who complete summer camp to shadow regular Army lieutenants through the Cadet Troop Leading Training program:

Cadets Bridgeman, Ernst, Tucker, White: Vilseck, Germany

Cadet Yeargin: South Korea

CADETS IN THE CHINESE FLAGSHIP PROGRAM

ACADEMIC YEAR 2018-2019

Fourteen cadets were enrolled with two in the capstone year.

CADETS PARTICIPATING IN STUDY ABROAD, EXCHANGE OR CULTURAL IMMERSION - 33

<table>
<thead>
<tr>
<th>Country</th>
<th>Count</th>
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<tbody>
<tr>
<td>1 x Oman</td>
<td>2 x South Korea</td>
</tr>
<tr>
<td>5 x Latvia</td>
<td>9 x France</td>
</tr>
<tr>
<td>1 x Scotland</td>
<td>8 x Morocco</td>
</tr>
<tr>
<td>2 x United Kingdom</td>
<td>1 x Ireland</td>
</tr>
</tbody>
</table>
CADETS PARTICIPATING IN DOMESTIC NATIONAL CONFERENCES AND MEETINGS

FALL 2017


AUSA Hot Topics – Medical, Alexandria, VA: Cadet McCrary

Senior Military College Conference at Virginia Military Institute: Cadets Bennett and Montalvo.

AFCEA Intelligence & National Security Summit Washington D.C.: Cadet Giraldo

Civil-Military Relations Conference run by Southern Regional Model UN Atlanta. Cadets Fowler, Howell, Morell, Armstrong, Eitel, Tierce, Venable. Faculty advisor was Dr. Jon Miner.

SPRING 2018

National Conference on Ethics in America, hosted by the West Point Simon Center for the professional Military Ethic, at West Point: Cadets Ward, Pilgrim, Reuter, Hill, Slocomb, Emma, and alternates Smits, Hunt.


EPIIC ALLIES conference at Tufts University in Boston: Cadets Hoagland, Navarra, Allison.


AUSA LANPAC Exposition and Symposium in Hawaii. Cadets Crawford and Smith.


ILSS PARTNERS AND COLLABORATIONS

The UNG Strategic Plan, 2014-2019, Goal 3 is to expand collaboration 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 and organizations with which the ILSS collaborates to accomplish its mission:

Africa Center for Strategic Studies (ACSS)
Army Cyber Institute (ACI)
Army University
Armed Forces Communications and Electronics Association (AFCEA) – Atlanta Chapter
Association of the U.S. Army (AUSA), Atlanta Chapter
Association of Military Colleges and Schools of the United States (AMCSUS)
Association of Former Intelligence Officers (AFIO) – Atlanta Chapter
Atlanta Council for International Relations (ACIR)
Australian Institute of Professional Intelligence Officers (AIPIO)
Canadian Association for Security and Intelligence Studies (CASIS)
Consul Generals in Atlanta of Countries that have ILSS Partners
Corps Advisory Council (CAC)
Daniel K. Inouye Asia-Pacific Center for Security Studies (APCSS)
George C. Marshall European Center for Security Studies (ECSS)
Georgia National Guard (GaNG)
Intelligence and National Security Alliance (INSA)
International Association for Intelligence Educators (IAFIE)
Institute for the Study of War
International Institute for Strategic Studies (IISS)
International Military Academic Forum (iMAF)
National University of Public Service, Hungary (NUPS)
Near East-South Asia Center for Strategic Studies
New Zealand Institute of Intelligence Professionals (NZIIP)
North Georgia Corps of Cadets Association (NGCCA)
Project Global Officer (GO)
Republic of China Military Academy (ROCMA), Taiwan National Military College, Argentina
Southern Africa Development Community
Stellenbosch University and the South African Military Academy (SAMA)
Tadeusz Kosciuszko Land Forces Military Academy, Poland (MALF)
U.S. Army Cadet Command (USACC)
UNG Parent’s and Family Association (PAF)
U.S. Army Atlanta Recruiting Battalion
Universitat Bundeswher, Munich, Germany
William J. Perry Center for Hemispheric Defense Studies
World Affairs Council of Atlanta (WAC)
5th Ranger Training Battalion
APPENDIX A: CADET COMPETENCIES

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

14 Sep: Dawsonville Rotary Club.

26 Sep: Mr. Brian Allin, U.S. Army Africa G3/5/7. Purpose to brief him on the Africa commissioning project.

28 Sep: Monthly information briefing for constituents.

5 Oct: UNG Foundation Board of Trustees on ILSS accomplishments since inception.

6 Oct: Martha Zoller from U.S. Senator Purdue’s office.


19 Oct: Herb Quinde and Patti Chrzan from Microsoft. They also spoke to an UNG audience on the Microsoft Digital Crimes Unit.

20 Oct: Monthly information briefing for the Atlanta Chapter of AUSA president and consultant on ethics.

7 Nov: Briefed speakers and panelists for the UNG symposium on Civil-Military Cooperation in Cyber Operations.

16 Nov: Briefed the Cadet Command military college brigade commander, Colonel Sean Barnes.

16 Nov: Briefed Leadership Lumpkin group of 40 local businesspeople and government leaders.

15 Dec: Monthly information briefing for owners of Real Hero Report, cadet alumni, advancement office people.

5 Jan: alif Institute board member, John Mulholland. Institute established by The Arab-American Fund of Georgia, Inc.

11 Jan: Employer Support of the Guard and Reserve, Major General (Ret) David Bockel, State Chair; Kevin Wince, State Vice Chair; Jeff Stanhagen, Georgia National Guard Employment Team Program Support Specialist.

22 Jan: Steve Cannon, CEO of the Arthur Blank Foundation.

23 Jan: Dr. Denley, USG Executive Vice Chancellor for Academic Affairs.

26 Jan: Monthly ILSS information briefing. Lumpkin County Chamber president, other chamber representatives, Lumpkin County schools superintendent’s representative, UNG advancement office new employee.
5 Feb: Briefed Argentine University of Defense officials prior to signing partnership agreement.

20 Feb: Jason Pruitt, Executive Director of UNG Cumming campus.

17 Apr: Colonel (Ret) Wayne Crawford, friend of the Corps and Trustee Dr. Crupi.

26 Apr: British Consul General Jeremy Pilmore-Bedford and his representative for Wales.

27 Apr: Monthly information briefing.

4 May: General Townsend, Commanding General, Army Training and Doctrine Command and his executive officer, Colonel White.

9 May: Delegation from the National Defense Academy of the Republic of Georgia. Purpose was to further solidify cadet exchange partnership.

11 Jun: U.S. Senator Isakson’s field representative, Brad Williamson.

18 Jul: Gubernatorial candidate, Casey Cagle, Senator Gooch, and 30 veterans, several of whom represented veteran’s organizations.

22 Aug: Delegation from the Management College of the National Defense University of Taiwan. The senior representative was Colonel Lin, the Deputy Commandant.

27 Aug: Delegation from the Republic of China Military Academy (ROCMA) as part of their visit to renew the UNG memorandum of understanding for the cadet exchange program. The senior representative was Major General Chen, the superintendent of the ROCMA.
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 and the head of the Department of Criminal Justice.

Oct:  Senior Military College Conference at Virginia Military Institute.

Oct:  Meeting in Atlanta with Senator Isakson’s regional director.

Oct:  Meeting at Ft. Eustis, VA with Army Training and Doctrine Command G-2 to discuss Mad Scientist initiative and cadet internships, and Future Warfare Division Chief to discuss opportunities for UNG cadets to support Chief of Staff of the Army’s Unified Quest events and research.


Nov:  LT Reynolds and his wife Bryanna plus Cadets Gomez and Wenzel represented UNG at the Georgia Veteran’s Day Association’s Freedom Ball on Saturday night. Keynote speaker was UNG alumnus Major General James E. Livingston, USMC (Ret), who attended UNG in 1958-1959 who was awarded the Medal of Honor in Vietnam. He is pictured with LT Reynolds, Cadets Wenzel and Gomez, and Dr. Monique Seefried who is on the national World War I Centennial Commission.

Nov:  Visited NSA-Georgia, the Army Cyber Center of Excellence, and Augusta University with Dr. Payne, LTG (Ret) Garrett, and Dr. Crupi to build relationships and discuss areas of potential collaboration.

Dec:  Attended the AASCU Government Relations conference in San Diego, CA to learn about higher education government relations and meet counterparts from other universities.

Feb:  Annual AMCSUS Conference in Alexandria, VA.

Mar:  Attended the Association of the United States Army Global Force Symposium at Huntsville, Alabama (photo to right). A UNG alumni gathering was held in conjunction with the symposium.

Mar:  Alumni gathering in Yorktown, Virginia.
Apr: Attended Department of Defense 11th Annual SMA Conference at Joint Base Andrews (JBA), Maryland. Conference was "A Utopian or Dystopian Future, or Merely Muddling Through?"

Apr: Dr. Hamilton to visit Sen Isakson and Representative Scott’s staffs in their offices in Washington D.C. to facilitate cyber language in the National Defense Authorization Act.

Apr: Attended Cooperative Education & Internship Association Annual Conference in Charleston, SC. Purpose was to gather information about forming a cooperative education program for cadets. Also visited The Citadel to confer on language in the National Defense Authorization Act for establishing Cybersecurity Centers at senior military colleges.

Apr: Visited Arizona State University to learn about their Center for Public Service and Community Solutions.

Apr: Visited the Intelligence Center of Excellence at Ft. Huachuca.

Apr: Attended ACIR luncheon at the Capitol City Club in Atlanta. Speaker was Senator Isakson.

May: Attended Atlanta Chapter of the Association of the U.S. Army luncheon in Atlanta.

May: Attended the Atlanta British Consul General’s social function to celebrate the Royal Wedding and farewell the Consul General.

May: Attended the Association of the U.S. Army LANPAC Symposium and Exposition I Waikiki, Hawaii. Symposium theme was *The Future of Land Force Integration: Multilateral Approaches Across the Indo-Pacific*. Organized a UNG alumni gathering during the symposium.

Jun: Alumni gatherings in Brunswick and Savannah, Georgia

Jul: Dr. Hamilton attended the International Association of Intelligence Educators 14th Annual Conference in Sydney, Australia. This conference is a component of ILSS strategy to develop relationships in Five Eyes countries for developing intelligence and strategic studies curriculum.
Aug: Dr. Sharon Hamilton presented at the New Zealand Institute of Intelligence Professionals conference on “The Changing Nature of Intelligence: Diverse People, Diverse Practice” in Wellington, NZ. Hamilton presented on “Generation Z Joins the Intelligence Community: New Realism and Context.” This conference is a component of ILSS strategy to develop relationships in Five Eyes countries for developing intelligence and strategic studies curriculum.
APPENDIX D: NEW CADET SURVEY RESULTS

224 new cadets were surveyed after fall 2018 Freshman Orientation Group (FROG) Week near the end of August 2018. Results:

Gender: male cadets: 177; female cadets: 47 (21%)

Minorities: 46 (20.5%). Black: 12; Native American: 0; Asian: 7; Pacific Islander: 3; Hispanic: 16 Multiracial: 6; Other: 2; Prefer not to answer: 4

Out-of-State: 64 from 23 states, Puerto Rico, and the Virgin Islands. Top 5 states: Florida: 16; North Carolina: 11; Alabama: 4; Tennessee: 4; Louisiana, South Carolina, Texas, Missouri: 3 each

Inquiry sources (how did you first hear about UNG?):
- Family or Friend: 66
- JROTC: 47
- Internet Search: 35
- Current Cadet: 30
- Alumni: 10
- Cadet Admissions Visit to High School: 9
- Army Recruiter: 7
- Received E-mail: 4
- Cadet Admissions Representative at a college fair: 4
- High School Counselor: 3
- Received a letter or Post Card: 1
- Other: 8

Are you related to an alumnus? (mother, father, brother, sister, grandfather/mother, cousin, aunt, uncle, other): 34

Top five high schools:
- Home schooled: 9
- Riverside Military Academy: 4
- Collins Hill, Dacula, Fannin County, Flowery Branch, Pinecrest, Woodstock: 3 each

Events attended at UNG prior to enrolling:
- Campus Tour: 125
- Open House: 79
- National Leadership Challenge Weekend (NLC): 75
- Summer Language Institute: 38
Cadet Overnight Visit Experience (COVE): 22
Other: 21
Did Not Visit: 32

Plans to participate in activities at UNG:

- Colombo: 59
- Fraternity/Sorority: 53
- Ranger Challenge: 50
- Aggressor Platoon: 43
- Combat Shooting Team: 41
- Blue Ridge Rifles: 30
- Chaplains' Corps: 20
- NCAA Sports: 13
- Patriot Choir: 8
- Golden Eagle Band: 5
- Other: 44
- None: 23

JROTC in high school: Army: 56; Marine: 13; Air Force: 19; Navy: 13; total: 101 (45%)  

Played varsity sports in high school: 171 (76%).

- Most popular in order: track & field, football, wrestling, soccer, cross country, swimming
- Lettered in one sport: 67
- Lettered in two sports: 43
- Lettered in three sports: 21
- Lettered in four or more: 17

Most popular clubs/activities in high school:

- Part-time job: 74
- National Honors Society: 58
- Beta Club: 45
- Drill team: 38
- Raider team: 34
- FCA: 31
- Boy Scouts: 31
- Student government: 30
Applied to another senior military college, service academy, or ROTC program:

- The Citadel: 29
- West Point: 26
- Naval Academy: 18
- Virginia Tech: 17
- VMI: 15
- Texas A&M: 14
- Norwich: 13
- Coast Guard Academy: 8
- Air Force Academy: 7
- Merchant Marine: 2
- Other: 7

Applied to other University System of Georgia schools: Kennesaw: 33; UGA: 20; GaTech & Georgia Southern: 13 each; other: 25

Most significant factor in deciding to attend UNG:

- Leadership opportunities: 129
- Scholarships: 33
- Location: 23
- Low cost: 18
- Family: 7
- Honors Program: 1
- Other: 13

If money was not an issue, 32 would have enrolled in another institution.

Plan to commission: yes: 148 (66%); undecided: 56 (25%); no: 20 (9%)

An immediate member of family was in the armed forces: 140 (62%)

Applied for an Army ROTC scholarship: 105

Applied for a NGMS scholarship: 28

Enlisted in the Guard: 28

Plan to enlist in the Guard: 6

Enlisted in the Reserve: 6
Plan to enlist in the Reserve: 2

Leadership positions while in high school:

- Athletic team captain: 93
- JROTC: 92
- Club officer: 51
- Church group leader: 41
- Student government: 30
- Eagle scout: 23
- Girls scout gold/silver/bronze: 1
- Other: 23
- None: 29

Valedictorians: 3 (no salutatorians)

Used social media for college search:

- None: 116
- Instagram: 80%
- Facebook: 56%
- Snapchat: 35
- Twitter: 15
- Other: 5
Note: Distinguished Military Graduates are indicated by (DMG) after their name in the tables below. A total of 43 graduated as DMGs. Criteria for selection:

- Named a Distinguished Military Student by the Professor of Military Science.
- Be in good academic standing at UNG, with a GPA of 3.0 or higher.
- Successfully complete the Cadet Leaders Course at Fort Knox, Kentucky.
- Demonstrated outstanding potential to serve as a commissioned officer.

Rank among the top 20% of all Cadets on the National Order of Merit List.

### FALL 2017 CADETS WHO COMMISSIONED - 34

<table>
<thead>
<tr>
<th>Name</th>
<th>Branch</th>
<th>Component</th>
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<tbody>
<tr>
<td>Nathan Ballew (DMG)</td>
<td>Infantry</td>
<td>Army National Guard</td>
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<tr>
<td>Steven Barfield (DMG)</td>
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<td>Clay Carlton</td>
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<td>Loghan Davis</td>
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<td>Christopher Dilidili (DMG)</td>
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<td>Jamie Dukes</td>
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<td>Nathan Medina</td>
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### ILSS 2018 ANNUAL REPORT

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<tr>
<td>Jasmine Miles</td>
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<td>Kelsey Osborne</td>
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<td>April Puerto</td>
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<td>Ivey Walters</td>
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<td>Jed Wheeler</td>
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### SPRING 2018 CADETS WHO COMMISSIONED – 58

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<tr>
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<td>Andrew Gomez (DMG)</td>
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<td>James Smith (DMG)</td>
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<tr>
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### SUMMER 2018 CADETS WHO COMMISSIONED – 13

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<tbody>
<tr>
<td>Khory Bettis</td>
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<td>Army National Guard</td>
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<td>Nikolas Blanks</td>
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<td>Zachary Garner (DMG)</td>
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<td>Richard Hooker</td>
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<td>Anders Lenardson</td>
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<td>Jack Ward (DMG)</td>
<td>Medical Service Corps</td>
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APPENDIX F: ILSS FINANCIAL REPORT – FY18

ILSS OPERATING SUPPLIES AND EXPENSES + TRAVEL

$21,000  Travel. These funds were combined with the Division of Leadership and Global Engagement to fund ILSS travel to AUSA symposia in Washington D.C., Huntsville, AL, and Hawaii; travel to the Senior Military College Conference at the Virginia Military Institute; the AMCSUS Conference in Alexandria, VA; the SMA Reach-back Conference, Andrews AFB, Washington D.C.; program development exploratory trip to Arizona State University and Ft. Huachuca, AZ; and the CyberWorx program at the U.S. Air Force Academy in Colorado Spring, CO.

$15,500  Operating Supplies and Expenses. These funds were combined with the Division of Leadership and Global Engagement and used for cadet international travel.

ILSS PERSONAL SERVICES

$222,148  These funds were used to pay salary and benefits for the Associate Vice President for Military Programs and the Director of Liaison and Military Operations.

ILSS TOTAL FY18

$258,648