Leadership ★ Global ★ Strategy

UNG is designated as a State Leadership Institution and The Military College of Georgia*. 

Institute for Leadership and Strategic Studies
Annual Report | 1 September 2018 — 31 August 2019
This DRAFT is as of 20 November 2019
# ILSS 2019 ANNUAL REPORT

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BACKGROUND

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 (ILSS).

This 4th annual report covers the period between 1 September 2018 and 31 August 2019.

ILSS 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, Infantry, U.S. Army (Retired).

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

Commandant of Cadets, Colonel Joseph (Joe) Matthews, Intelligence, U.S. Army (Retired).

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

Director of Liaison and Military Operations, Colonel Sharon Hamilton, Ph.D., Intelligence, U.S. Army (Retired).

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

Affiliated Leadership

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

Short biographies are on the ILSS web site: http://ung.edu/institute-leadership-strategic-studies/ilss-leadership.php
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 American 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, U.S. Army (Retired), UNG ’78.

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

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

Dr. Jim Crupi, UNG ’70, UNG Trustee.

Lieutenant General William (Burke) Garrett, U.S. Army (Retired), UNG ’81.

Major General Brian Keller, U.S. Army (Retired).

Ms. Patricia Moynihan, Senior Intelligence Service–4 (Retired), Central Intelligence Agency.

Meetings of the board: 5 October 2018 and 29 March 2019.

ILSS 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 will 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. A key initiative is to facilitate a coordinated talent management program that matches cadet interested with educational opportunities which will help develop competencies and build resumes for their intended career paths. 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, conferences, 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 that emerge that would be of value to existing or new academic and co-curricular educational program development.

JOURNAL

Part of the UNG Press’ function is to publish two related journals on leadership and strategic studies. The International Journal of Security Studies is a professional journal published annually, and the Undergraduate International Journal of Security Studies is a student research journal with continuous publication. The professional journal is open to national and international professionals, officers, and scholars in the field. The student research journal is open to our own UNG cadets as well as military students attending such institutions as the Army University, the Army War College, the Air War College, and the Naval War College. The Press also reaches across international boundaries to publish papers authored by international cadets. Foreign officers attending U.S. military war colleges, 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. This coming year’s symposium will be held on 13-14 November 2019 with the theme of Soldier-Leaders in the Age of AI: The Future of Pre-Commissioning Education.

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, Commanding General, U.S. Army Cyber Command and Mr. Scanlon, former Deputy Chief Information Security Officer for the U.S. Department of Health and Human Services. Our third symposium was conducted 14-15 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. The symposium was live-streamed, closed-captioned, and recorded. All symposia involved international cadet participation from our foreign military partner institutions and defense academies. Detailed information on each symposium may be found at www.ung.edu/institute-leadership-strategic-studies/symposia.php. Symposia monographs are published by the UNG Press and serve as a record of for research purposes.

LEADER DEVELOPMENT

UNG is a University System of Georgia leadership institution largely because of its historic tradition as a military college. The ILSS used its expertise with the Army’s leadership development doctrine to enhance leadership development for UNG administrative 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 first SLDP cohort of 15 UNG leaders began in fall 2018 and ended in spring 2019. The program was very successful and will continue in 2019-2020. It consists of 48 hours of leadership development activities spanning an academic year.

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, while simultaneously 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 and maintain 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.

AGILITY

Like the leadership competencies that we are developing in our cadets, the ILSS must be an agile organization with the ability to adapt when new opportunities or innovative ideas arise. This is accomplished through continuous environmental scanning and program assessment. 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 2014-2019 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 reduce organizational friction and 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 14 years ago based on the Army’s projected commissioning mission for UNG and the instructional capacity of the Department of Military Science. 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, which the Corps of Cadets runs each fall and spring semester for prospective cadets.
- 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.
- Using cadet alumni to assist in the cadet recruiting effort.

The Office of the Commandant assists with recruiting by hosting National Leadership Challenge Weekend, supporting and participating in Open House, managing a Cadet Overnight Visit Experience (COVE) program for prospective cadets, and creating the best possible experience for current cadets.
• Accomplishments:
  o Average GPA/SAT/Freshman Index of new first-time, full time freshman cadets remained fairly consistent. In fall 2018 the averages were 3.29/1096/2751, and in fall 2019 they were 3.26/1139/2737.
  o **Racial and ethnic minorities increased** from 23.5% of the Corps in fall 2018 to 27% in fall 2019: an impressive 3.5% increase. We have reached our goal which was to achieve 27% by 2019. This goal slightly exceeds the percentage of racial and ethnic minority officers in the U.S. Army, which was 26.5% in 2017. The goal also supports the 2014-2019 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 2018 stood at 15.8%.
  o **Women increased** from 18.3% of the Corps of Cadets in fall 2018 to 20% in fall 2019: a 1.7% increase. Our goal was to maintain 16% or more, which correlated to the percentage of women officers in the U.S. Army in 2015. However, we need to increase the goal to 22%, which represents the percent of women commissioned Army officers on active duty which at the end of August 2019 was 22%.
  o The number of new cadets that showed up to (or after) summer/fall 2018 Freshman Orientation Group (FROG) week was 202 (this does not include eight international cadets). Of this number, six had been civilian UNG students. See new cadet survey results in Appendix D for detailed information about the fall 2019 FROG Week cohort.
  o The total number of new cadets who began FROG Week in fall 2018 and spring 2019 was 300, compared to 311 in fall 2017 and spring 2018.
  o The size of the Corps of Cadets in spring 2019 was 741 compared to 724 in spring 2018.
  o Average cadet GPA after fall 2018 was 3.12, and after spring 2019 was 3.13. Sixty-one cadets earned 4.0 GPAs after the fall 2018 semester, and 62 after the spring 2019 semester.

• Challenges:
  o The Corps shrunk by 7 cadets from 764 in fall 2018 to 757 in fall 2019. The record of 810 was achieved in fall 2014. Our goal is to grow the Corps of Cadets to 850 by 2023.
  o In the past six years, we have had four Directors of Cadet Admissions. 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.

- Accomplishments:
  - We exceeded our goal as of the end of the first week of classes. Seventy-eight percent of fall 2018 first-time freshman cadets returned in fall 2019—an increase of 9% over the previous year.
  - The National Service Leadership Track (NSLT) for cadets seeking careers as leaders in public service or international corporations began in fall 2018 with the junior class. The NSLT is now fully implemented with 56 enrolled: 35 juniors and 21 seniors.
  - Helicopter orientation flights were conducted from the General Bill “Lipp” Livsey Drill Field for all new cadets on 24 August 2019. This exciting event clearly contributes to the retention of our new cadets.
  - A successful pilot mentoring program began in fall 2018 where 40 junior and senior cadets were trained to mentor freshmen. The Commandant of Cadets made the decision to formalize the program beginning with AY 2019-2020.
  - 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 2019, 78 cadets received awards, the majority of which were scholarships, during the annual military awards night hosted by the Commandant of Cadets.

- Challenges:
  - The six year graduation rate for first time, full time freshmen cadets entering in fall 2013 was 41.7% which was an increase over the 2012 cohort, which was 31.9%. This compares to 54.2% for UNG overall. The ILSS leadership 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 2018 was 97.98% and 93.66% in spring 2019.
  - In academic year 2018-2019, 56 cadets departed the Corps of Cadets to enroll on another campus or transfer to another institution. Research is needed to determine the departure problem/s, and possibly to develop solutions to address the problem.
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, and was fully implemented in fall 2019 with 56 enrolled: 35 juniors and 21 seniors.
  - The North Georgia Corps of Cadets Association (NGCCA) planned the fourth “Boar’s Head 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 103 cadets into the Total Army in academic year 2018-2019. This compared to 105 last year. The Army’s commissioning mission for UNG was far exceeded in both years.

- Challenges:
  - We know the number of cadets who commissioned active duty, and therefore have jobs after graduation. The Office of the Commandant of Cadets needs to develop a mechanism to track other graduating cadets that will enable us to assess the NSLT program effectiveness.

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 2019 for short-duration cultural trips to non-English-speaking foreign countries for outstanding cadet leaders who are contracted to commission regular Army, and desire combat arms branches. In addition, the Olmsted Foundation asked us to partner with the Military Science Department at Georgia State University (GSU). GSU ROTC has cadets from three Historically Black Colleges and Universities (HBCUs), and the Olmsted Foundation allocated another $6,000 to UNG for the purpose of sending cadets from the HBCUs on trips with our UNG cadets. We anticipate approval for another $26,000 for calendar year 2020.
The ILSS secured $152,000 in UNG strategic initiative funds to pay for two trailers to store and transport Army Combat Fitness Test equipment, and to construct an obstacle course and two storage sheds. Cadets attending advanced camp and the Ranger Challenge team must negotiate obstacle courses; therefore, there is a need for a practice course, which will be available for all cadets. The course will develop physical capacities, fundamental skills, and abilities that are important to soldiers in combat operations.

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 of Cadets, and (3) facilities and infrastructure for the Corps.

- Between its inception on 1 January 2016 and 30 August 2019, the Georgia Gold, American Treasure campaign has raised:
  - $3,555,947 for scholarships
  - $1,169,892 for operations
  - $49,100 for facilities
- The Colonel Jack Peavy fund was at $5,208,371 at the end of FY19 (30 June 2019).
- As of 30 June 2019:
  - $13,959,049 was in endowed scholarships
  - $231,750 was in temporary restricted funds
  - $251,395 was in operational funds
- Total giving to the Corps of Cadets in FY 2019 was $1,140,518 compared to $1,152,558 in FY 2018, a decrease of $12,040 or 1.04%.

Approximate scholarship and grant funding disbursed to cadets in Academic Year 2018-2019 and other revenue-generating sources:

- Army ROTC and North Georgia Military Scholarships: $5,185,428.
- ROTC and Future Officers Grants: $1,020,250 (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: $1,421,289. 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 Academic Year 2019: $368,996, an increase of $32,446 over the previous academic year. 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: $766,254.

- Challenge: The goal of $93,145,000 established by the Georgia Gold, American Treasure—GGAT--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 continue to address all the objectives of the goal:

• 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 ILSS 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. We need to expand budget management to include funds available from the Commandant of Cadets (including state and Corps Advisory Council-raised funds) and the Professor of Military Science.

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:
Continued to maintain and update a database of about 2,500 cadet influencers, and communicated with them bi-monthly.

Continued to update the ILSS web site.

Conducted a security symposium in November 2018 that served to increase a national and international reputation for our military program and related security and strategic studies.

Conducted presentations to more than 23 different audiences on the ILSS and Corps of Cadets.

- **Challenges:**
  - According to several 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 Army War College, ILSS hosted the third security studies-related symposium on *Leadership in a Complex World: Private Military Security Companies’ Influence on International Security and Foreign Policy.* Participants, speakers, and panelist came from 13 countries including Austria, New Zealand, Romania, South Africa, Argentina, Republic of Georgia, Taiwan, Hungary, Poland, Latvia, Japan, Czech Republic, and Brazil.
  - 11 cadets (down from 19 last year) studied language abroad in the U.S. Department of Defense Project Global Officer program: two in Oman for Arabic, two in Latvia for Russian, one in Taiwan for Chinese. The goal of Project GO is to build language skills, regional expertise and intercultural communication skills for future officers.
  - Three cadets deployed to Estonia, Peru, and Senegal in summer 2019 as part of the Army Cadet Command’s Cultural Understanding and Language Program, which will be discontinued.
Added language to the 2017 National Defense Authorization Act to establish ROTC Cyber Institutes at senior military colleges, and worked extensively with other Senior Military Colleges to work appropriations.

Approximately 77 cadets went abroad for professional development conferences, studies abroad, military training, cultural immersion, and international internships.

Summer training. The Army sent cadets all over the world for leadership and cultural skills development:

- 8 to the Army airborne school at Ft. Benning
- 9 to the Army air assault school at Ft. Benning and Ft. Campbell
- 22 to Cadet Troop Leader Training
- 1 to the Basic Mountaineering Course at Jericho, VT
- 4 to train freshman and sophomore cadets at the basic course at Ft. Knox
- 2 to Nurse Summer Training Program at Ft. Sam Houston and Germany
- 7 to provide opposing force support for cadet training at Ft. Knox
- 2 to provide opposing force support at the National Training Center in Ft. Irwin, CA
- 1 to provide opposing force support at the Joint Readiness Training Center in Ft. Polk, LA
- 1 to Cadet Field Training
- 1 to the Jungle Operations Training in Hawaii
- 1 to the Western Hemisphere Institute for Security Cooperation at Ft. Benning, GA
- 120 of 122 completed advanced camp at Ft. Knox
- 3 to 3 countries for Cultural Understanding and Language Program

Cadet admissions did well this year promoting the Strategic and Security Studies degree program, e.g., 35 new cadets declared the SSST as a major. In addition, much progress has been made to promote and recruit for special, high impact programs for among 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 nationally-competitive scholarships (NCS) including Gilman, Fulbright, Boren, and Critical Language. Cadet Admissions is making 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. In addition, a cross-functional group was formed to better synchronize and promote NCS scholarships for current cadets. Note that 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 have developed proactive systems and designated champions toward this
effort.

- Challenges:
  - Twenty-three cadets participated in the 2019 Summer Language Institutes (6 x Arabic; 4 x Chinese; 3 x Korean; 7 x Russian; 3 x Japanese). This was a significant reduction from 45 last year. This is likely the result of a reduction in Project GO domestic awards from 74 in AY2017-2018 to only 31 in 2018-2019.

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 nine staff and faculty for the following events:

- Dr. Dlynn Williams (Department Head, Political Science and International Affairs) to Jagiellonian University Interdisciplinary Security Conference in Krakow, Poland. Dr. Williams was the head of the Department of Political Science.
- Captain Kattie Neujahr (Military Science Department intelligence officer and Adjutant) to Washington D.C. to the Armed Forces Communications and Electronics Association - Intelligence & National Security Summit.
- Dr. Mienie (Associate Professor, and Executive Director of the Strategic Studies Program) and Colonel Wright (Professor of Military Science) to Washington, D.C. for the Annual AUSA Meeting and Exposition on October 2018.
- Dr. Williams and Dr. Jiyoung Daniel (Assistant Professor of Korean) to Atlanta Council on International Relations luncheon featuring retire Lt. General In-bum Chun on Contemporary Issues on the Korean Peninsula.
- Captain Kattie Neujahr to an Atlanta Council on International Relations luncheon in Atlanta during which a former Soviet KGB agent spoke on sleeper agents in the U.S.
- Dr. Williams and Dr. Harris to the Symposium on Hybrid Threats in the Asia-Pacific at LaTrobe University, Melbourne, Australia; and visit to Massey University in New Zealand.
- Dr. Jim Conneely, Vice President for Student Affairs and Enrollment Management participated in the Army War College National Security Seminar. He was nominated by ILSS Advisory Board member, Lieutenant General (Ret) Burke Garrett, UNG ’81.
- Dr. Orr, Assistant Professor of Criminal Justice, to the International Association of for Intelligence Education conference with theme of “Local to Global: Intelligence Cooperation and Education” in Queens, New York.
- Captain Elijah Carroll to the Army Training and Doctrine Command Mad Scientist in Bethesda, Maryland in August 2019.
MISCELLANEOUS

FALL 2018

- The Corps of Cadets provided a ceremonial firing detail, the Patriot Choir, and the color guard for the Dahlonega Campus memorial ceremony in honor of those who perished on 9/11.
- Three new freshmen became members of the Dahlonega Campus Student Government Association.
- Sophomore Cadet Setter was a White House Intern. He is pictured with Colonel Pat Duggan, Director for Cybersecurity National Security Council, White House (center) and Mitchell Fariss, a 2016 UNG alumnus who also interned.
- A cadet alumni event was held in Washington, D.C. in conjunction with the Annual Association of the U.S. Army Meeting and Exposition.
- The ILSS organized service birthday anniversary ceremonies for the Air Force, Navy, and Marine Corps.
- The Professor of Military Science staged the “Turkey Bowl” football game pitting cadre against the Kadet team.
- The Corps hosted 15 international cadets during “International Cadet Week” from Japan, South Africa, Taiwan, Poland, Argentina, New Zealand, Romania, Republic of Georgia, Latvia, Hungary, Italy, and the Czech Republic.
- A company from the Corps marched in Dahlonega’s Gold Rush parade.
- The Corps provided support the UNG Open House on the Dahlonega campus.
- The Corps conducted a Veteran’s Day parade to commemorate Veteran’s Day and honor local veterans.
- Two companies marched in the Lumpkin County Veteran’s Day parade.
- The Corps conducted National Leadership Challenge Weekend for 51 prospective cadets.
The following UNG alumni were selected for brigade command:

**Principals:**
- Colonel Jay Maher, UNG ’97
- Colonel Trent Conner, UNG ’97

**Alternates:**
- Colonel Jeff Bragg, UNG ’98
- Colonel Clif Sawyer, UNG ’97

Dr. Bryson Payne was the guest speaker at a Cyber Basic Officers’ Leadership Course at Ft. Gordon. Former Cadets Metz and Bennett were among the graduates and are pictured with Dr. Payne.

**SPRING 2019**

- The Corps of Cadets conducted Freshman Orientation Group (FROG) week in January 2019 for 68 new cadets. Two dropped out prior to drop/add resulting in an enrollment of 66. In addition to the 66, there were five new international exchange cadets from South Africa (2), Romania (1), and Poland (2).
- One hundred and seven UNG cadets attended the spring 2019 semester Cadet Non-Commissioned Officer’s Academy in January 2019, of which 76 graduated. The NCO academy prepares cadets who were selected for junior leadership positions in the Corps.
- The entire Corps of Cadets participated in the Nighthawks of Honor ceremony hosted by the Department of Athletics and broadcast on ESPN II Showcase. The “Friends Are Forever” cadet alumni group was on hand to help memorialize North Georgia graduates who did not return home from the Korean War.
- The Corps of Cadets observed UNG Homecoming basketball games in the convocation center.
- The Corps of Cadets held its annual military ball at the new UNG convocation center on the Dahlonega Campus.
- Eight cadets participated in the National Security Agency Cyber Exercise (NCX) at the U.S. Air Force Academy. The cadets are pictured with UNG alumnus, Lieutenant General Fogarty, Commanding General of Army Cyber Command, who visited during the NCX.
- The ILSS hosted an Advisory Board meeting. Members in attendance were LTG (Ret) Terry, LTG (Ret) Mixon, and Dr. Jim Crupi. Also present were Dr. Chaudron Gille, acting UNG Provost, and Dr. Conneely, Vice President for Student Affairs and Enrollment Management.
- 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 152 prospective cadets.
- ILSS sponsored the “Great Decisions” workshops for the Department of Political Science and International Affairs.

SUMMER 2019

- The Professor of Military Science presided over the Army’s 244th anniversary with a traditional 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 2019

- 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, of whom 40 graduated, and 62 participated in the pre-command course. A total of 206 participated in the NCO academy in spring and fall of whom 116 graduated.
- The Corps of Cadets conducted Freshman Orientation Group (FROG) week in August 2019 for 195 new cadets and seven additional new cadets arrived after FROG week. In addition, nine new international exchange cadets for fall semester arrived.

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.

- We predict that 275 new cadets will report to FROG week in fall 2019 and spring 2020. This compares to 300 last year. Our goal is 300 each 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. This year, several meetings were held with the architects, key UNG facilities staff, and military department staff to design a floor plan and building location. The design entails constructing a second building adjacent to the existing building, and renovating the existing center. The work will be done in two phases. Phase I is new building construction and removing three-fourths of the existing building. Phase II is to move the rifle range into a new facility and complete the renovation of the existing center, to include repurposing the rifle range into badly needed storage space. Designs were finalized and presented to the UNG cabinet and were approved. In fall 2019, the intent is to produce a view book to present to potential donors and other audiences.
- Getting a new shooting range into the UNG master facilities plan.
- 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.
- 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.

• Follow through on developing an Army ROTC aviation program at UNG to serve two purposes: (1) provide an incentive for prospective cadets who are interested in aviation to enroll in the Corps of Cadets at UNG, and (2) to add to the talent management resume for contracted cadets competing for Army aviation branch slots.

• Formalize a cadet talent management system that nests within the Army’s emerging talent management system which will be used for making branch determinations, and that can be applied to cadets who are in the National Service Leadership Track.

CADET, CADET ALUMNI, AND CADRE ACHIEVEMENTS: 2018-2019

Summer 2019. UNG continued its tradition of outstanding performance at the ROTC summer camp (Cadet Leader Course – CLC) at Ft. Knox. We sent a record 122 cadets, 120 of whom graduated. Of the graduates, 21% received the highest performance rating.

8 October 2018. AUSA National Award. C/Colonel Farney accepted the Association of the U.S. Army for Best Activities to Enhance the Community award at the AUSA Annual Meeting and Exposition in Washington, D.C.

Lieutenant Colonel George Partridge, U.S. Air Force (Retired), attended UNG in 1951-1952, and Lieutenant General Randalph (Randy) Mixon, U.S. Army (Retired) UNG ‘75, were inducted into the Georgia Military Veteran’s Hall of Fame. Partridge was inducted for valor and awarded the silver star, bronze star, and distinguished flying cross in Vietnam. Mixon was inducted for service.

The Ranger Challenge team placed first at Spartan Challenge, the military college brigade competition at Ft. Knox, Kentucky on 27 October 2018, and 3d at the Sandhurst Military Skills Competition at West Point out of a field of 49 teams on 14-17 April 2019. The team took 1st place among all ROTC teams and earned the ROTC Cup for the second year in a row. Last year they placed 4th in the international competition.

The following UNG alumni were selected for, or are in battalion command-level positions:
• LTC Ed Bankston, UNG '02, 1-41 Infantry, 2d Infantry Brigade Combat Team, 4th Infantry Division, Ft. Carson, Colorado
• LTC Tim Palmer, UNG '01, 1-12 Infantry, 2d Infantry Brigade Combat Team, 4th Infantry Division, Ft. Carson, Colorado
• LTC Kitfre Oboho, UNG '02, 1st Battalion, 503d Infantry Regiment, 173d Airborne Brigade, Vincenza, Italy
• LTC Allen Kehoe, UNG '01, 1st Battalion, 3d Infantry Regiment (Old Guard), Washington, D.C.
• LTC Robert Moyer, UNG '02, Professor of Military Science at Embry-Riddle Aeronautical University, Ormond Beach, Florida
• LTC Christopher Rivers, UNG '01, Professor of Military Science at the University of Guam, Mangilao, Guam
• LTC Charles Wells, UNG '00, 3-340th Brigade Engineer Battalion, 181st Infantry Brigade, Ft. McCoy, Wisconsin
• LTC Christian Durham, UNG '01, 2-7 Infantry Battalion, 1st Armor Brigade Combat Team, 3d Infantry Division, Fort Stewart, Georgia
• LTC Andrew (Andy) Brokhoff, UNG '99, currently G6, 82d Airborne Division, Fort Bragg, North Carolina
• LTC Russell (Russ) McKelvey, UNG '02, 1-157th Infantry (Colorado National Guard Mountain Battalion), Colorado
• LTC John W. Taylor, III, UNG '00, assumed command of Public Health Activity, Fort Gordon, Georgia on 10 July 2019

LTC Christian Durham  LTC Kitfre Oboho  LTC John Taylor

The following were selected in May 2019 for senior service college attendance:

Lieutenant Colonel John Casiano, Infantry, Operations
Lieutenant Colonel David Key, Logistics, Force Sustainment
Lieutenant Colonel Samuel Edwards, Infantry, Operations

The Commandant hosted a ceremony on 26 March in which 69 cadets received awards for military excellence, academic achievement or leadership. Thirty-four organizations and individuals presented monetary gifts totaling $73,400.

On 2 February, Mr. Tom Fowler was inducted into the UNG Athletics Hall of Fame. Fowler played three years for the Kadets baseball team from 1950-52, graduating with a degree in physical education. While playing for North Georgia, he was a member of B Company, the Corporals' Club and the Letterman's Club. After finishing his collegiate career at North Georgia, Fowler went on to play for the Atlanta Crackers in the Class AA Southern Association. He later joined the minor-league Baton Rouge Red Sticks as part of the Evangeline Baseball League in Louisiana.

The Blue Ridge Rifles and the UNG Color Guard participated in the annual Tulane Drill Meet in New Orleans on 27 February through 1 March 2019. The team placed 5th overall out of 23 teams, and the UNG color guard team placed 4th.

March. Cadet Daniel Shearer was awarded the Critical Language Scholarship. He is pursuing a degree in East Asian Studies with a concentration in Japanese studies and a minor in leadership. The scholarship is an intensive language and culture program sponsored by the U.S. Department of State to expand the number of Americans studying foreign languages that are critical to national security and economic prosperity.

April. The following were honored at the 2019 UNG Alumni Association Awards banquet: Lieutenant General (Retired) Mixon, UNG ’75, and Lieutenant General (Retired) Garrett, UNG ’81, as UNG Distinguished Alumni; Major Dan Brown, UNG ’09, was as the Distinguished Young Alumnus; and c/COL Farney was one of two Hutcherson Outstanding Student awardees.

April. National Service Leadership Track Cadet Alexander Ross received the Boren Scholarship to study in Kazakhstan, and Cadets JaMia Lawrence and Megan Shockey received Benjamin A. Gilman Scholarships to study in Taiwan under the Chinese Flagship program. David L. Boren Scholarships are funded by the U.S. Department of Defense’s National Security Education Program and are worth up to $20,000 to spend up to a full academic year studying abroad. Boren Scholarships provide undergraduate students with the resources and encouragement they need to acquire skills and experiences in areas of the world critical to the future security of the nation. They receive the scholarship in exchange for their commitment to seek work in the federal government for at least one year after graduation.
April. Captain Mike Rose, UNG ’12, and his buddy won the Best Ranger competition at the Maneuver Center of Excellence – Ft. Benning. This was Rose’s third win, a feat which has never been accomplished by any single competitor. There is a rule that Rangers may only compete three times, so this was Rose’s last Best Ranger competition. Rose is on the right in the picture to the left.

May. Colonel James (Tom) Palmer, former Commandant of Cadets, was inducted into the Army ROTC Hall of Fame, class of 2019. COL Palmer retired from the position of Commandant of Cadets in May 2019 after servicing in that capacity for 20 years. He was replaced by Colonel (Ret) Joseph (Joe) Matthews, who started his tenure as Commandant in July 2019.

May. The following were selected for promotion to the rank of colonel:

- John Cassiano, Infantry, Operations
- David P. Key, Logistics, Force Sustainment
- Samuel G. Edwards, Infantry, Operations
- Greta A. Railsback, Adjutant General, Force Sustainment

June. Cadets JaMia Lawrence and Megan Shockley were offered the Freeman-Asia scholarship to study in East or Southeast Asia.

July. Major Joe Byerly, UNG ’03 published an article with co-author Major Casey Dean, in the July 2019 edition of Army magazine entitled, “How to Nudge the Army Onto a Different Course”. Byerly is a planner with U.S. Special Operations Command, and Non-Resident Fellow with West Point’s Modern War Institute.

August. The University of North Georgia Boar’s Head Brigade was selected as the recipient of the $3,000 Most Active Company Award of the Association of the U.S. Army ROTC Company Awards. The award will be presented during the 2019 AUSA Army Cadet Luncheon on 14 October 2019 at the AUSA Annual Meeting and Exposition.

**ARMY COLONEL-LEVEL COMMANDERS**

Colonel Jason Williams, UNG ’98, assumed command of the 10th Mountain Division Artillery – the Mountain Thunder Brigade - at Fort Drum, New York on 12 December 2018.
**Colonel Steven Erickson, UNG ’96,** took command of the 3d Infantry Division Sustainment Brigade – Heart of the Rock - at Fort Stewart, Georgia on 27 June 2019.

**Colonel Charles (Chip) O’Neal, UNG ’94,** Commander, 32d Medical Brigade at Ft. Sam Houston, Texas in August 2018. 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.

**Colonel Brien Mellen, UNG ’95,** Commander, 1st Information Operations Command. The Army’s only active duty IO brigade, 1st IO provides information operations support to the Army and joint forces through deployable support teams, reach back planning and analysis, and specialized training to support freedom of action in the Information Environment and to deny the same to our adversaries. Assumed command on 1 June 2018.

**SPEAKERS**

**MAJOR JEFF STREUCKER, U.S. ARMY (RET).**  
28 September 2018  
Former Army Ranger and Chaplain, leadership expert, professional speaker, and author of several books. Addressed the Corps of Cadets at Boar’s Head Weekend.

**MAJOR GENERAL JOSEPH (JOE) JARRARD, UNG ‘88**  
Commanding General of the Georgia Department of Defense  
30 September 2018  
Addressed the Corps of Cadets and guests during the Distinguished Military Student review in the convocation center, providing leadership advice.
COLONEL RICHARD (DWAYNE) WILSON, UNG ‘93
Chief of Staff, Georgia Army National Guard
9 November 2018
Addressed the Corps of cadets and veterans during the cadet Veteran’s Day Parade on the General Bill “Lipp” Livsey Drill Field.

MAJOR GENERAL (RET) EDISON (ED) SCHOLES, UNG ‘61
Retired
28 April 2019
Spoke to the Corps of Cadets during the Military Awards ceremony on the General “Lipp” Livsey Drill Field.

BRIGADIER GENERAL (RET) MICHAEL (MIKE) SCHOLES, UNG ‘88
Sedgewick County Manager
27 April 2019.
Spoke at the UNG Memorial Retreat event.

CORPS OF CADETS PROFILE FOR FALL 2019 – 757 CADETS ENROLLED AFTER DROP/ADD

DEMOGRAPHICS

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<td>134/17.9%</td>
<td>Out of State (28 states + 1 APOs)*</td>
<td>65/8.7%</td>
<td>Hispanic</td>
<td>2/NA</td>
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<td>9/NA</td>
<td>International</td>
<td>44/5.9%</td>
<td>Multiracial</td>
<td>172/23%</td>
<td>STEM Majors (Chem + Physics + BSN + Bio + Math + CS + Cyber + Info Sys)</td>
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<td>150/20%</td>
<td>Women</td>
<td>2/NA</td>
<td>Asian or Pacific Islander</td>
<td>26/3.5%</td>
<td>Modern languages (plus 26 minors) Goal is 50 by 2019.</td>
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<td>203/27.1%</td>
<td>All ethnic minorities</td>
<td>225/30%</td>
<td>Freshmen</td>
<td>145/19.2%</td>
<td>Cadets are on NGMS scholarship</td>
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<td>1/NA</td>
<td>American Indian or Alaska Native</td>
<td>188/25%</td>
<td>Sophomores</td>
<td>280/37%</td>
<td>Cadets are on Army ROTC Scholarship**</td>
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34/3.4%  Asian  158/21%  Juniors  217/28.7%  Cadets are also Soldiers in the GaARNG***

50/6.7%  Black  175/23.4%  Seniors  21/2.8%  Cadets are also Soldiers in the Army Reserve

* Top states: FL = 33; NC = 16; TN = 13; VA = 12; AL = 7; SC = 5.
** Total: 24 x 2-yr, 190 x 3-yr, 66 x 4-yr. Includes all types: line, STEM, language, nurse, Green to Gold, 2+2
*** Fourteen Guard Soldiers had top secret security clearances, and 183 had secret clearances.

### ALL MAJORS

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* Concentrations: Middle East = 12; Europe = 13; Asia = 9; Latin America = 3
ALL MINORS

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<td>History</td>
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<td>Information Assurance &amp; Security</td>
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<td>3</td>
<td>Spanish</td>
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<td>French</td>
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<td>Space Studies</td>
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<td>Japanese</td>
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<td>Service Leadership</td>
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<td>Mobile Application Development</td>
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</tbody>
</table>

CADET ALUMNI WHO WERE ACTIVE GENERAL OFFICERS IN 2018-2019

GEN Stephen J. Townsend, Command General, U.S. Army Training and Doctrine Command, then Commander-in-Chief, U.S. AFRICOM.

MG William Gayler, Commanding General, Army Aviation Center of Excellence, then U.S. AFRICOM J3 Operations/Cyber.

LTG Stephen Fogarty, Commanding General, Army Cyber Command.

MG Alan Elliott, Chief of Staff, Army Material Command (Retired in March 2019).

MG James Jarrard, Director of Operations, U.S. Special Operations Command.

MG Joseph Jarrard, Adjutant General, Georgia Department of Defense, then Deputy Commanding General of U.S. Army-Europe for Army National Guard.

MG Paul Calvert, 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 764 cadets in the Boar’s Head Brigade at the beginning of fall 2018, of which 77 (or 10%) traveled out of the U.S. for international educational experiences in 23 different countries:

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<thead>
<tr>
<th>Country</th>
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<td>Austria</td>
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<td>Japan</td>
<td>Republic of Georgia</td>
<td>Taiwan</td>
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<tr>
<td>Canada</td>
<td>Germany</td>
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<td>Romania</td>
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<td>Chez Republic</td>
<td>Hungary</td>
<td>Latvia</td>
<td>Scotland</td>
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<tr>
<td>China</td>
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<td>Oman</td>
<td>Switzerland</td>
<td>United</td>
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<tr>
<td>Estonia</td>
<td>Italy</td>
<td>Poland</td>
<td>South Africa</td>
<td>Kingdom</td>
</tr>
</tbody>
</table>

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)
- 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, Sibu, Romania.
• Republic of Georgia National Defence Academy, Gori, Republic of Georgia.
• Bundeswehr University, Munich, Germany.
• Fu Hsing Kang College, National Defense University of Taiwan, Taipei, Taiwan.

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 (informal agreement).
• Dauglapis, Latvia (multiple).
• Belnor Language Center, Estonia.
• National University for Public Service, Hungary (NUPS)
• Estonian National Defense University, Tartu, Estonia.

Dr. Jacobs, UNG president, at the signing ceremony with Colonel I-Ming Chen, the Deputy Commandant at the Fu Hsing Kang College of the National Defense University of Taiwan on 23 October, 2019.
CADETS PARTICIPATING IN MILITARY EXCHANGE PROGRAMS

UNG CADETS AT FOREIGN MILITARY ACADEMIES

- Fall 2018: Cadets Watterson and Williams to the South African Military Academy.
- Spring 2019: Cadet Sheridan to the Romanian Land Forces Academy; Cadet Fendius to the Military University of Land Forces in Wroclaw, Poland; Cadets Evans and Chuckran to the Republic of China Military Academy.
- Summer 2019: Cadets Doyle and Hamilton to the National University of Public Service in Hungary.

FOREIGN EXCHANGE CADETS AT UNG/CORPS OF CADETS

- Fall 2018: Cadet Sheng-Ta Chen and Wei-Ting Hsu, Taiwan, Republic of China Military Academy (ROCMA); Cadets Feher and Varga from the National University of Public Service in Hungary.
- Spring 2019: Cadets Pochodaj and Markowski from Poland; Cadets Swartbooi and Chokoe from South Africa; and Cadet Nicolaiev from Romania.

INTERNATIONAL CADETS AT UNG

- Cadet Li-Hung Chang, a new freshman in fall 2019, is a Republic of China Military Academy cadet who is participating in our Corps of Cadets for all four years, then returning to commission in Taiwan.

CADETS PARTICIPATING IN INTERNATIONAL INTERNSHIPS

FALL 2018

Cadet Searcy to the Republic of Georgia National Defense Academy, Gori.

SPRING 2019

Cadet Porter to the NATO School in Oberammergau, Germany
Cadet Navara to the NATO Defence College in Rome, Italy
Cadet Searcy (pictured below) to the Republic of Georgia National Defense Academy in Gori, Republic of Georgia
SUMMER 2019
Cadets Howell and Watterson to the NATO School in Oberammergau, Germany.
Cadet Seeley to a business internship in Tokyo, Japan.
Cadet Gates to the ENDC/Skytte Institute in Tartu, Estonia
Cadet Decesare to the BM Industrial SIA (Latinsoft) in Daugavpils, Latvia.

CADETS ATTENDING INTERNATIONAL CONFERENCES OR COURSES

FALL 2018
Canada: Cadet Song-Grant attended the Canadian Association of Security and Intelligence Studies conference on *China: What Kind of Superpower?* in Ottawa, Canada.

SPRING 2019
Romania: Cadets Middleton and Liest attended the International cadet week at the Romanian Land Forces.
Japan: Cadets Aldridge and Jones attended international cadet conference at the Japanese National Defense Academy.
Republic of Georgia: Cadets Gaynor and Renner attended international cadet conference at the National Defense Academy of Georgia in Gori.
Italy: Cadets Ellis and Bane 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 Howell and Bissett attended Model UN in France.
Latvia: Cadets Starrett and Collins attended the Latvian Defense Academy International Cadet Week.
SUMMER 2019

**Italy.** Cadets Flynn and Cobb attended the School of Applied Military Studies in Turin.

**Austria:** Cadets Shanahan and Mann attended the International Military Academic Forum in Weiner Neustadt.

**Estonia:** Cadets Adekola and King attended CyCon XI: International Conference on Cyber Conflict in Tallin.

*The ILSS is very grateful for the generous grant of $26,000 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 Italy, Latvia, Republic of Georgia, Japan, Romania, France, and Estonia. This year, cadets from Clark Atlanta University, Morehouse College, and Spelman College were funded with $6,000 of the total funding allocated to UNG in a partnership agreement with the Olmsted Foundation.*

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

Each summer, U.S. Army Cadet Command has sent 1,000 cadets from the 274 ROTC programs abroad under the Cultural Understanding and Language Program. This was the last summer for CULP as Cadet Command lost the funding and the program will be discontinued. In summer 2019, three UNG cadets participated in three-week service learning programs or teaching English in Peru, Senegal, and Estonia.

**CADETS IN THE CHINESE FLAGSHIP PROGRAM**

**ACADEMIC YEAR 2018-2019**

Fourteen cadets were enrolled with two in the Chinese Flagship capstone year.

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

<table>
<thead>
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<th>Country</th>
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<td>Morocco</td>
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<td>Belize</td>
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<td>Peru</td>
<td>1</td>
</tr>
<tr>
<td>China</td>
<td>2</td>
</tr>
<tr>
<td>Ireland</td>
<td>1</td>
</tr>
</tbody>
</table>
CADETS PARTICIPATING IN DOMESTIC NATIONAL CONFERENCES AND MEETINGS

FALL 2018

Intelligence and National Security Summit (INSA and AFCEA) in Washington D.C.: Cadets Morales and Walton. Assistant Professor of Military Science Captain Neujahr accompanied the cadets.


Senior Military College Conference at Virginia Military Institute: Cadets Hutchins and Scott.

SPRING 2019

AUSA LANPAC Exposition and Symposium in Hawaii: Cadets Shockley and Giraldo.

AUSA Global Force Symposium in Huntsville, Alabama: Cadets Turbe and White.

Student Conference On National Affairs at Texas A&M on International Strategic Crisis Negotiation: Cadets Eldred and Giraldo.


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
Asia-Pacific Center for Strategic Studies, Honolulu, Hawaii
Association of the U.S. Army (AUSA)
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)
Belnor Language Center, Estonia
Bundeswerer University, Munich, Germany
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)
Estonia National Defense University, Tartu, Estonia
Fu Hsing Kang College, National Defense University of Taiwan, Taipei, Taiwan
George C. Marshall European Center for Security Studies (ECSS)
Georgia National Guard
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 Defense Academy of Latvia, Riga, Latvia
National Security Agency—Georgia
National Security Agency
National University of Public Service, Hungary (NUPS)
Near East-South Asia Center for Strategic Studies (NESA)
New Zealand Institute of Intelligence Professionals (NZIIP)
North Georgia Corps of Cadets Association (NGCCA)
North Atlantic Treaty Organization Defence College, Rome, Italy (NATO)
North Atlantic Treaty Organization School (NATO), Oberammergau, Germany
Project Global Officer (GO)
Republic of Georgia National Defense Academy, Gori, Republic of Georgia
Republic of China Military Academy (ROCMA), Taiwan National Military College, Argentina
Romanian Land Forces Academy, Sibiu, Romania
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
U.S. Army Cyber Command (ARCYBER)
U.S. European Command, Stuttgart, Germany
Universitat Bundeswer, 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

15 Sep: The Commandant of Cadets spoke to 45-50 members from 15 Georgia Military Officers’ Association of America chapters during the state convention.

17 Sep: Jack Elrod, new UNG Trustee; Ash Miller, Political and Economic Relations Officer in the office of the Canadian Consul General.

22 Sep: Class of 1973 reunion.

24 Sep: Bill Ryan, Gwinnett Medical Center and Mary Beth Byerly, development officer for the College of Natural and Health Sciences.

5 Oct: UNG Board of Trustees meeting.

9 Oct: Alumni in Washington D.C.


18 Oct: Dr. Michael Nugent, Director of the Defense Language and National Security Education Office (DLNSEO).

8 Nov: Colonel (Ret) Mark Elfendahl, Olmsted Foundation Vice President. Also attending was LTC Michele White, Professor of Military Science at Georgia State University. The visit included signing a Memorandum of Understanding among UNG, Georgia State University ROTC, and Olmsted Foundation.

8 Nov: Approximately 40 business leaders of Leadership Lumpkin.

11 Dec: Gainesville Kiwanias Club (70 members).

20 Feb: Briefed the Military Affairs Committee of the Georgia State Assembly in the Coverdell Legislative Building, and met with Senator Gooch and Representative Tanner in their offices in the capitol.

6 March: Military veterans at the Currahee Museum in Toccoa (90 members).

21 March: Northeast Georgia Chapter of the Military Officers’ Association of America (15 members).

27 March: Alumni gathering during Huntsville AUSA Global Force Symposium.

5 April: MG Hetherington, Military Attache to the Canadian Embassy in Washington, DC; Ash Miller from the Atlanta Canadian Consul General’s office.

9 April: Cobb County Honorary Commanders’ visit (48 business, government, military, and political leaders). “I was so proud of every aspect of our visit today. The Corps of Cadets is a state and
national treasure and I was humbled by the willingness of each person we met to share their love of the Corps.” – Jeff Drobney, Kennesaw City Manager

13 April: Class of ’64 reunion (20 members and spouses).

14 June: Riverside Military Academy president, Colonel (Ret) Stanley C. “Stas” Preczewski and Riverside Military Academy JROTC Senior Army Instructor, Lieutenant Colonel (Ret) Kenny Payne.

27 June: Georgia State Senator Bruce Thompson in conjunction with the Dean of the Mike Cottrell College of Business.

30 July: Thirty-plus alumni stationed in Europe.


8 August: Dr./LTC (Ret) Brett Morris, new Associate Vice President for Enrollment Management.
APPENDIX C: TRAVEL AND OFF CAMPUS EVENTS

Oct: AUSA Annual Conference and Exposition in Washington D.C.

Oct: Annual Association of Military Colleges and Schools and Colleges of the United States (AMCSUC) Senior Military College (SMC) Conference at The Citadel. Note that Dr. Wells presented topics on international cadet recruiting and cadet AUSA membership, and Dr. Hamilton took the lead on collaborating with all SMCs on National Defense Authorization Act appropriations for establishing cyber institutes at senior military colleges.

Nov: U.S. Army Training and Doctrine Command conference “Call to Serve: A Small Group Discussion” with the TRADOC commanding general to examine the problem of Army recruiting. The Army missed its FY2018 recruiting goal by about 6,500.

Jan: Attended the Armed Forces Communications and Electronics Association (AFCEA) Cyber Education, Research and Training Symposium, and spoke at NSA-Georgia.

Jan: Attended the Atlanta Council on International Relations (ACIR) luncheon. LTG In-Bum Chun was the featured guest. Brought cadet, Korean faculty, and head of the Department of Political Science and International Affairs.

Jan: Attended the The Adjutant General (TAG) of Georgia change of command ceremony at Clay National Guard Center in Marietta, Georgia. Welcomed Major General Carden and saw Major General Jarrard leave his post as the TAG.

Feb: Attended the Atlanta Council on International Relations (ACIR) Mid-Winter Gala at the Capitol Club in Atlanta.

Feb: Attended the Armed Forces Communications and Electronics Association (AFCEA) Atlanta Chapter monthly meeting at Dobbins Air Reserve Base at which Cadet Henderson was presented a $1,500 scholarship.

Feb: Annual meeting of all members of the Association of Military Colleges and Schools and Colleges of the United States in Alexandria, VA.

Mar: Attended St. David’s Day celebration conducted by the Welsh representatives in the British Consul General’s Atlanta office. Purpose was to connect with other countries consul generals in Atlanta for program sustainment or future development.

April: Colonel (Ret) Hamilton taught leadership at the Kosciuszko Land Forces Academy in Wroclaw, Poland.

April: The International Association for Intelligence Education – Europe conference in Bucharest, Romania.
May: International Military Academic Forum (iMAF) for cadet international program development in Reichenau, Austria.

May: Dr. Jim Crupi attended the 12th Annual SMA Conference at Andrews Air Force Base, Maryland. Theme was “The Evolving Anatomy of Conflict in a Dynamically Changing World”.

May: Association of the U.S. Army LANPAC Symposium in Hawaii.


June: Vice President for Student Affairs and Enrollment Management, Dr. Conneely, participated in the Army War College National Security Seminar.

June: The International Association for Intelligence Education conference, theme, “Local to Global: Intelligence Cooperation and Education” in Queens, New York.

June: Dr. Hamilton attended the NORTCOM Joint Training and Education Workshop in Colorado Spring, Colorado.

July: Dr. Hamilton to Ft. Leavenworth to visit the Combined Arms center and the Army Press.

July: Dr. Wells to UNG alumni in Germany during UNG-planned alumni event in conjunction with the assumption of General Townsend’s assumption of command of U.S. AFRICOM in Stuttgart.

August: Keith Antonia and COL Matthews to MG James Livingston, USMC (Ret) Medal of Honor, silver star, and bronze star for valor medals recipient who attended UNG in 1957 as a cadet before transferring to Auburn for an engineering program. Also present was Bruce Hoffman, member of Dahlonega City Council.
APPENDIX D: NEW CADET SURVEY RESULTS

One hundred and ninety-two new cadets were surveyed after fall 2019 Freshman Orientation Group (FROG) Week near the end of August 2019. Results:

**Total new cadets: 192**

- In-state: 151 (115 men, 36 women)
- Out of state: 38 (30 men, 8 women)
- International: 3 (2 men, 1 woman)
- Total men: 147
- Total women: 45

**How did you hear about UNG?**

- JROTC: 44
- Internet: 32
- GaARNG recruiter: 31
- Family/friend: 30
- A cadet told me: 20
- College fair: 16
- Alumni: 15
- Letter in the mail: 8
- High school professional counselor: 6
- Wikipedia: 5
- Reserve recruiter: 5
- Advertisement: 1
- Newspaper: 1
- Other: 8 (vacation, lives close by [3], GenCyber Warrior Academy, FSLA language program)
- Coach: 0

**Name the most significant factor that made you decide on attending UNG:**

- Low cost: 62
- Scholarship: 43
- Corps/ROTC: 42
- National Leadership Challenge Weekend: 26
- Reputation: 18
- Family: 16
- Location: 14
- Opportunities: 11
- Degree: 9
- Commission: 9
- Leadership program: 7
- Other (4 people or less): In-state tuition (4); Senior Military College (2); not always 100% cadet (3); cadet exchange program (2); only choice/only place that accepted me (2); students; sounds fun; small school; Chinese Flagship; Summer Language Institute: POST program; discipline; study abroad; extracurricular (sports, Greek life, specialty units); cybersecurity interest; recommended to
me; Honors Program; Guard partnership; Nursing Program; convenience; to see if I should be in
the military.

Out-of-state statistics isolated.

How did you hear about UNG?

Internet: 11
  CT- Haddam-Killingworth HS
  DE- Delaware Military Academy
  FL (2)- Fort Pierce Central HS, Sarasota Military Academy
  Hudson HS
  KY- Eastern HS
  MA- Franklin HS
  MI- Kalkaska HS
  NJ- Moorestown HS
  VA- Osbourne Park Sr HS
  Whitman-Hanson Regional HS

JROTC: 8
  FL (2)- Bartow Sr HS, Lakeland Sr HS
  Germany- Ramstein American HS
  IL- Marmion Academy
  TN (2)- Clarkesville HS, Ravenwood HS
  NC- West Brunswick HS
  VA- James Maddison HS

Family/ Friend: 5
  MA- Blackstone Valley Regional Vocational Technical HS
  TN- Hickman County Sr HS
  TX- Allen HS
  VA- Alconbury American HS
  WV- Homeschooled

Other:  5
  OH- Army Website; Stephen T. Badin HS
  NJ- ROTC Scholarship e-mail; Barnegat HS
  ROCMA (3)- (International Cadets)

Alumni: 4
  FL- Hagerty HS
  VA (2) - Loudon County HS, Prince George HS
  WA- Lakes HS

GaARNG Recruiter: 2
  LA- Pickering HS
  NV- Camden Military Academy

Wikipedia: 2
  AL- Life Christian Academy
  FL- Freedom HS

A cadet told me: 2
  NC- Weddington HS
TN- Station Camp HS
College Fair: 1
  NH- [Attended] Hargrave Military Academy in VA)
HS Counselor: 1
  VA- Trinity Christian School
APPENDIX E: LIST OF 2018-2019 DISTINGUISHED MILITARY GRADUATES AND COMMISSIONEES

Note: Distinguished Military Graduates are indicated by * after their name in the tables below. A total of 18 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 2018 CADETS WHO COMMISSIONED - 25

<table>
<thead>
<tr>
<th>Name</th>
<th>Branch</th>
<th>Component</th>
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<td>Corps of Engineers</td>
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<td>Talitha Battles</td>
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<td>Lauren Bell</td>
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<tr>
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<td>Clayton Burke</td>
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<td>Benjamin Hawkins</td>
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<td>Ridge Jordan</td>
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<td>Dylan Richards*</td>
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<tr>
<td>John Sandusky</td>
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<td>Army National Guard</td>
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</table>
Michelle Torres  Army Nurse Corps  Regular Army  
Charlotte Walton*  Adjutant General Corps  Army National Guard  
Joshua Wheatley  Infantry  Regular Army  
John Wilson  Aviation  Regular Army  

* Denotes Distinguished Military Graduate

**SPRING 2019 CADETS WHO COMMISSIONED – 58**

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<tr>
<th>Name</th>
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* Denotes distinguished military graduate.
## SUMMER 2019 CADETS WHO COMMISSIONED – 20

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<tr>
<td>Avery Adams</td>
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<td>Army National Guard</td>
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</tbody>
</table>

* Denotes distinguished military graduate.

**Roll-up:**

103 commissions
64 regular Army (62%)
38 GaARNG (37%)
1 Army reserve (1%)
### ILSS OPERATING SUPPLIES AND EXPENSES + TRAVEL

$31,000  Travel. These funds were combined with the Division of Leadership and Global Engagement to fund ILSS travel and registration fees to AUSA symposia in Washington D.C., Huntsville, AL, and Hawaii; travel to the Senior Military College Conference at Norwich University; multiple trips to Washington, D.C. for federal liaison; intelligence education conferences in New York and Romania; a visit to the Combined Arms Center in Ft. Leavenworth; and a TRADOC conference in Arlington, VA.

$5,500  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

$211,918  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 FY19

$248,418