

West Point

WINTER 2017

ARMY BEATS NAVY!

The Four Pillars of West Point
Leader Development

Army Wins Heart of Dallas Bowl



Mercedes-Benz

Proud sponsor of West Point magazine



A Publication of the West Point Association of Graduates



NEW MILLENNIUM

Vested in You

Together We're Better.

FRIENDS AND FAMILY PROGRAM

DO YOU KNOW SOMEONE MOVING?

Across Town... Across Country... Anywhere Around the World...



USMA '85

Todd Hetherington

CEO/Broker-Owner

todd@c21nm.com

(703) 922-4010

USMA '77

Jeff Hetherington

Executive Vice President

jeff.hetherington@c21nm.com

(703) 822-2310



#1 CENTURY 21® Firm
In The World.
4 Years Running

www.C21NM.com
20 Locations in the D.C. Metro Area
We know the experts in the market.



© Copyright 2016 CENTURY 21 New Millennium. Each Office Is Independently Owned And Operated. Equal Housing Opportunity. Equal Housing Lender.





West Point
ASSOCIATION OF GRADUATES

EVERY Gift Matters



MARGIN OF EXCELLENCE



Throughout the year, you may be asked to contribute to the following funds, each of which supports the

Academy and WPAOG in important ways.

Please accept our deepest gratitude for your support.

Superintendent's and West Point Parents Fund

unrestricted funds for cadets and the Academy

Long Gray Line

unrestricted funds for WPAOG alumni programs

Army A Club

unrestricted funds for intercollegiate athletics

Class Gift Funds

restricted by classes in reunion campaigns

Other Restricted Funds

restricted for specific programs

For more information, visit us online or call: WestPointAOG.org/annualfunds 845.446.1650



West Point

VOLUME 7, ISSUE 1 • WINTER 2017

The mission of *West Point* magazine is to tell the West Point story and strengthen the grip of the Long Gray Line.

PUBLISHER

West Point Association of Graduates
Todd A. Browne '85, President & CEO

EDITOR IN CHIEF

Elizabeth A. Barrett
editor@wpaog.org

EDITORIAL ADVISORY GROUP

Richard Huh '94 Kim McDermott '87
Jim Johnston '73 Samantha Soper

ADVERTISING

Jess Scheuler
845.446.1577 | ads@wpaog.org

ADDRESS UPDATES

Tammy Talmadge
West Point Association of Graduates
698 Mills Road, West Point, NY 10996-1607
845.446.1642 | address@wpaog.org

MEMORIAL ARTICLE MANAGER

Marilee Meyer
845.446.1545 | memorials@wpaog.org

CONTENT

Anthony DiNoto Kim McDermott '87
Keith Hamel

DESIGN

Marguerite Smith

Opinions expressed in this magazine are those of the authors and do not necessarily reflect the opinions, policy, or attitude of the U.S. Army, United States Military Academy, West Point Association of Graduates, its officers, or the editorial staff. The appearance of advertisements in this publication does not necessarily constitute an endorsement by the U.S. Army, United States Military Academy, West Point Association of Graduates, its officers, or the editorial staff for the products or services advertised.

POSTMASTER

West Point is published quarterly in Winter, Spring, Summer and Fall by the West Point Association of Graduates, 698 Mills Road, West Point, NY 10996-1607.

West Point is printed by Dartmouth Printing Company.

SUBSCRIPTIONS

Subscriptions may be ordered for \$35 (domestic mail) online at WestPointAOG.org; by calling 800.BE.A.GRAD; or by sending a check to WPAOG, *West Point* magazine, 698 Mills Road, West Point, NY 10996-1607. (International shipping incurs additional fees; please inquire.)

ON THE COVER

Army West Point Football Head Coach Jeff Monken, Steven Johnson '17 and Team Co-Captain Andrew King '17 join jubilant Army fans on the field after Army defeats Navy 21-17. Photo: Danny Wild.

FROM THE PRESIDENT & CEO

Dear Fellow Graduates:

As you can imagine, West Point continues to buzz from Army's 21-17 victory over Navy, followed by the bowl win in the rematch with North Texas. For football and for all Army West Point teams, your support is making a difference. West Point's athletic facilities are now among the best in the nation, and recruiting, training, and coaching, as well as our experience as the Army Rabble, are enhanced by your financial contributions and your attendance at competitions.

This issue of our magazine features the four pillars of today's West Point experience: the Academic, Military, Physical, and Character programs. As you will read, the "47-month cadet experience" continues to evolve, but much of it will be familiar to you.

Your generosity continues to grow the Margin of Excellence, an aspect of all the pillars. Together, we are maintaining the momentum generated during the For Us All campaign. In fact, for the fourth consecutive year, CASE—the Council for Advancement and Support of Education—presented two awards for fundraising excellence to WPAOG: *Overall Performance* and *Sustained Excellence*. We are the only organization supporting a public liberal arts institution to receive the Overall Performance Award.

The evidence of your passion for West Point is everywhere. WPAOG recently completed the Foley Enners Nathe Lacrosse Center, and we have broken ground for the Malek Soccer Stadium, the Malek West Point Visitors Center, and Goldstein Field. Five other projects are in pre-construction. Within Jefferson Hall, the Mounger Writing Center and the Draper Archives were recently dedicated. This year, a dozen gift-funded buildings or monuments were maintained or renovated by WPAOG.

As outlined in the previous issue of *West Point*, we are working to make the Long Gray Line the most connected alumni body in the world. In coordination with the Garrison Commander and activity proponents, we are preparing to launch the *Rockbound Highland Home* program, which will enhance alumni visits to West Point. Also, a significant *WPAOG Career Services* program is under development, and we are improving outreach to cadets, parents, and families of graduates. A comprehensive *WPAOG Connect* program will be technically supported by our new Constituent Relationship Management software, currently being implemented. What you will experience is increased personalization of services and more options that allow you to benefit from the power of the Long Gray Line network. By the way, parents, please help us maintain accurate contact information for your sons or daughters as they begin their careers, so that they will be able to participate in the WPAOG network.

As we begin 2017, I would like to say *Thank you!* Your passion for West Point and your contributions as donors, leaders, volunteers, and fans are helping to keep USMA strong and the Long Gray Line connected. I look forward to seeing you at a Founders Day celebration, a reunion, or your next visit to West Point.

Serving West Point and the Long Gray Line,

Todd

Todd A. Browne '85
President & CEO
West Point Association of Graduates





IN THIS ISSUE | ARMY BEATS NAVY! The Four Pillars of the West Point Leader Development System

6 COVER STORY | ARMY BEATS NAVY!

After a 14-year drought, Army West Point Football savors a 21-17 victory over Navy

12 Army West Point Wins Heart of Dallas Bowl

14 The Four Pillars of the West Point Leader Development System: Academic, Military, Physical, and Character

16 ACADEMIC | USMA's Academic Program: The Intellectual Foundation for Service

22 MILITARY | USMA's Military Program: Building Competence, Commitment and Character in Tomorrow's Army Officers

28 MILITARY | Military Field Training

30 PHYSICAL | USMA's Physical Development Program: The Cornerstone of Combat Readiness

38 CHARACTER | Every Graduate a Leader of Character: Character Education at the World's Premier Leader Development Institution

42 CHARACTER | The Honor, Respect, and CASHA Committees: Cadet Committees Focused on Honorable Living and Building Trust

46 Integrating the Four Pillars with MX400: Officership, the Superintendent's Capstone Course

48 General Franks' Farewell Message to the Corps

50 2016 Thayer Award

52 Cross Country: A Sport Where "Everything Matters"

DEPARTMENTS

- 2 From the President & CEO
- 4 From the Superintendent
- 34 Poster: Cadet Parade
- 56 WPAOG News
- 59 RD=FC Cadet Column
- 64 Mailbox
- 65 Start the Days!
- 66 Be Thou at Peace
- 67 Gripping Hands
- 68 Past in Review

ADVERTISERS

Academy Leadership	55
Army Residence Community	49
Balfour	49
Century 21	C2
Daughters of Cincinnati	49
Eisenhower Hall Theater	65
First Command	45
Herff Jones	55
Mercedes-Benz	5
SACC	64
USAA	21, C3
West Point Authors Bookshelf	60

West Point is alive with activity again as the Corps of Cadets has returned from the winter break to begin second semester.



We've had a fantastic first semester with a lot of great things taking place throughout the Academy, and we're looking forward to an equally busy second semester.

I know many either tuned in to watch or were there in person in Baltimore as Army West Point Football defied the odds and, after 15 years, Beat Navy with a 21-17 victory over the Midshipmen. The excitement on the field and in the stands as that game ended was indescribable. You can still feel that excitement in the air

even now. I want to thank the entire Long Gray Line for your tremendous support throughout the 2016 football season and beyond. There's a lot to celebrate, and we are all extremely proud of both the Army team and the entire Corps of Cadets. They showed tremendous character and grit—exactly what we want our leaders to do leading in the crucible of ground combat.

When General Milley assumed duties as our Army's Chief of Staff more than a year ago, he made readiness his number one priority, ensuring that the Army remains ready as the world's premier combat force, prepared to fight and win our nation's wars. One of the components to readiness is ensuring that our soldiers have the best leaders when we send them into harm's way. To that end, he charged us to produce the military leaders who are prepared to fight and win America's wars.

We develop leaders in four areas: intellectual, military, physical, and character.

Our academic program is designed to educate and inspire leaders of character who think critically, internalize their professional identity, and employ their education to build the Army and the nation's future. One of the most important things we as an Army learned after 15 years of war in Iraq and Afghanistan was that our greatest contribution is our ability to put boots on the ground and get in among a local population, understand the complexity of that environment and that culture, and employ the interpersonal skills needed to build trust and relationships with those people. To do that, we needed adaptive and agile leaders with the creative and critical thinking skills necessary to not only understand the environment and culture but also to thrive in it. Part of the developmental experience here is to equip cadets with the intellectual agility and the creative and critical thinking skills they'll need to lead in complex and challenging environments.

Our military development program provides the professional foundation and leadership training to prepare cadets for their future roles as Army officers and members of the Profession of Arms. In the crucible of ground combat, our officers must lead from the front, lead physically in the harshest and most demanding of circumstances, build teams, and accomplish the mission and win—and win honorably. The physical program focuses on the physically demanding requirements of an Army officer and develops in cadets the ability to maintain personal and unit fitness, an appreciation for teamwork, the warrior spirit, and the will to win honorably and pursue excellence in all endeavors.

But the most important component of our leader development model is our character development program, which encompasses and touches everything we do here. While our academic, military, and physical programs are geared to developing competent leaders, we know from experience that a leader who is competent but fails in character, fails in leadership. That's why our mission statement emphasizes that we develop leaders of character. Every aspect of a cadet's developmental experience, whether in the classroom, on the athletic field, or in the cadet company, is an opportunity for character development. Along those lines, everyone at West Point has a role in the leader development process: staff, faculty, coaches, sponsors, and even our alumni. Developing leaders of character is the most important thing we do here at West Point.

Leader development is our number one priority here and our goal is to be the premier leader development institution in the world, as articulated in our vision statement, and to provide our cadets with a world-class educational experience. That experience includes the wide variety of programs, activities, cultural immersion opportunities, and facilities that only exist because of your generous support. Your involvement, whether through financial support, through WPAOG or your local West Point Society or Parents Club, sharing the West Point story in your communities, or helping our Admissions team identify the best candidates or mentoring our cadets, is key to the leader development process.

I want to inform you of an issue that has generated a lot of interest among some of our graduates: West Point was recently offered a statue of former Coach Earl Blaik (Class of 1920), athletic director and head football coach at West Point from 1941 to 1958, and a member of the College Football Hall of Fame. Its acceptance was contentious because of the cheating scandal of 1951, which involved many football players whom he coached. I had extensive discussions with several interested parties, both supportive and not supportive of bringing the statue here to West Point. After these discussions, and upon receiving the recommendation of our Museum and Historical Memorialization Committee, I decided to replace an already existing statue honoring Blaik inside the Kimsey Center, home of the Army Sports Hall of Fame, with this new statue. It was a simple replacement of a statue that, for some reason, was not controversial, with the one Blaik supporters wanted to display. I feel this is an appropriate location for Blaik's statue, as the Kimsey Center and the Hall of Fame recognizes athletic excellence, and Earl Blaik is certainly deserving of recognition for his athletic excellence.

As we get ready to celebrate our Academy's founding birthday, I look forward to celebrating this Founders Day with many of you and the opportunity to update you all on all the great things taking place at West Point.

As always, thank you for all you do in supporting the Corps of Cadets and West Point

Beat Navy!

Robert L. Caslen Jr. '75
Lieutenant General, U.S. Army
59th Superintendent, U.S. Military Academy



Leadership. Commitment. Excellence. We can relate.

The all-new Mercedes-Benz E-Class. The 2017 E-Class embodies our commitment to transforming not just the automobile, but mobility itself. A self-parking, self-correcting luxury sedan with intelligent advances like PRE-SAFE Impulse Side, which can anticipate a side-impact collision and reposition you to help minimize the effect, and PRE-SAFE Sound, which helps protect the ears from damaging sound should an impact occur. The innovative and revolutionary new E-Class—it's what leadership is all about. MBUSA.com/E-Class

Mercedes-Benz
The best or nothing.



2017 E300 Sport Sedan in Selenite Grey metallic paint shown and described with optional equipment. PRE-SAFE® Impulse Side and PRE-SAFE Sound technologies do not guarantee that a driver would not suffer injury in the event of a collision. Vehicle cannot drive itself, but has semi-automated driving features. Always observe safe driving practices. Please refer to the operating manual for details on driver-assist systems. ©2016 Mercedes-Benz USA, LLC
For more information, call 1-800-FOR-MERCEDES, or visit MBUSA.com.



BATTLE OF THE BANDS



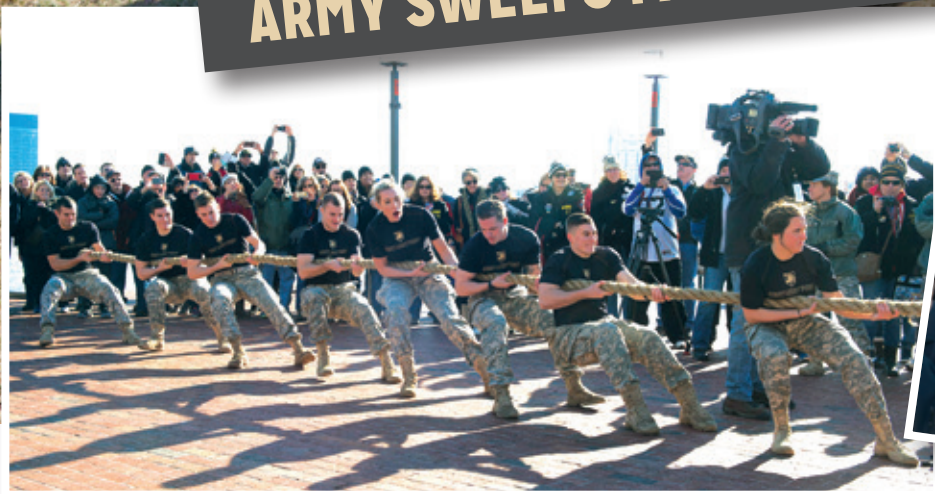
GALA



ARMY-NAVY WEEKEND 2016



ARMY SWEEPS PATRIOT GAMES



Army Beats Navy 21-17

On December 10, 2016, in front of 71,600 fans, Army West Point Football defeated Navy—their storied rival since 1890—by a score of 21-17. Amid all the spirit, fanfare, and excitement, the 117th Army-Navy game featured some high points early on, with two touchdowns by Andy Davidson '19 before halftime. Navy's 17 unanswered points in the third and fourth quarters mounted a comeback for the Midshipmen. But Army converted crucial 4th downs and marched up field to set up Ahmad Bradshaw '18 for a 9-yard touchdown run, catapulting Army back into the lead. The defense staved off one last Navy drive and Army got the ball back with 4:07 on the clock, and it soon became clear that Army was going to emerge victorious, finally ending Navy's 14-year winning streak. When the game clock hit zero, jubilant cadets rushed onto the field to celebrate the win, creating a sea of gray that engulfed the field at M&T Bank Stadium in Baltimore. Army fans relished the triumphant moment, cadet faces streamed with joyous tears, and the entire crowd, after 14 years, listened to Army sing second through the excitement. It was a special day in Army sports.



COLLEGE GAME DAY

Photos pages 6-7: Michelle Eberhart/USMA PAO; MAJ Scot Keith/USMA PAO; John Pellino/DPTMS VI; CDT Alex Werden '18



Cadets ready for March-On pose with Secretary of the Army Eric Fanning.



ARMY-NAVY WEEKEND 2016



PRE-GAME



Photos pages 8-9: Anthony DiNoto/WPAOG; Michelle Eberhart/USMA PAO; John Pellino/DPTMS VI; CDT Alex Werden '18; Danny Wild



82nd Airborne Combat Aviation Brigade flyover included nine USMA grads.



U.S. Army Parachute Team
"The Golden Knights."



USMA/USNA "Prisoner Exchange."





VICTORY!



“ The Army players, coaches and staff truly appreciate your support. We will not soon forget the incredible celebration, as I think all 4,400 Cadets in the Corps were on the field by the time we sang the Alma Mater. It was a sea of gray. Our team displayed confidence and determination. They were not going to be denied. We hope you and your family and friends were able to enjoy the victory as much as our team did.”

—Army West Point Football
Head Coach Jeff Monken



ARMY-NAVY WEEKEND 2016



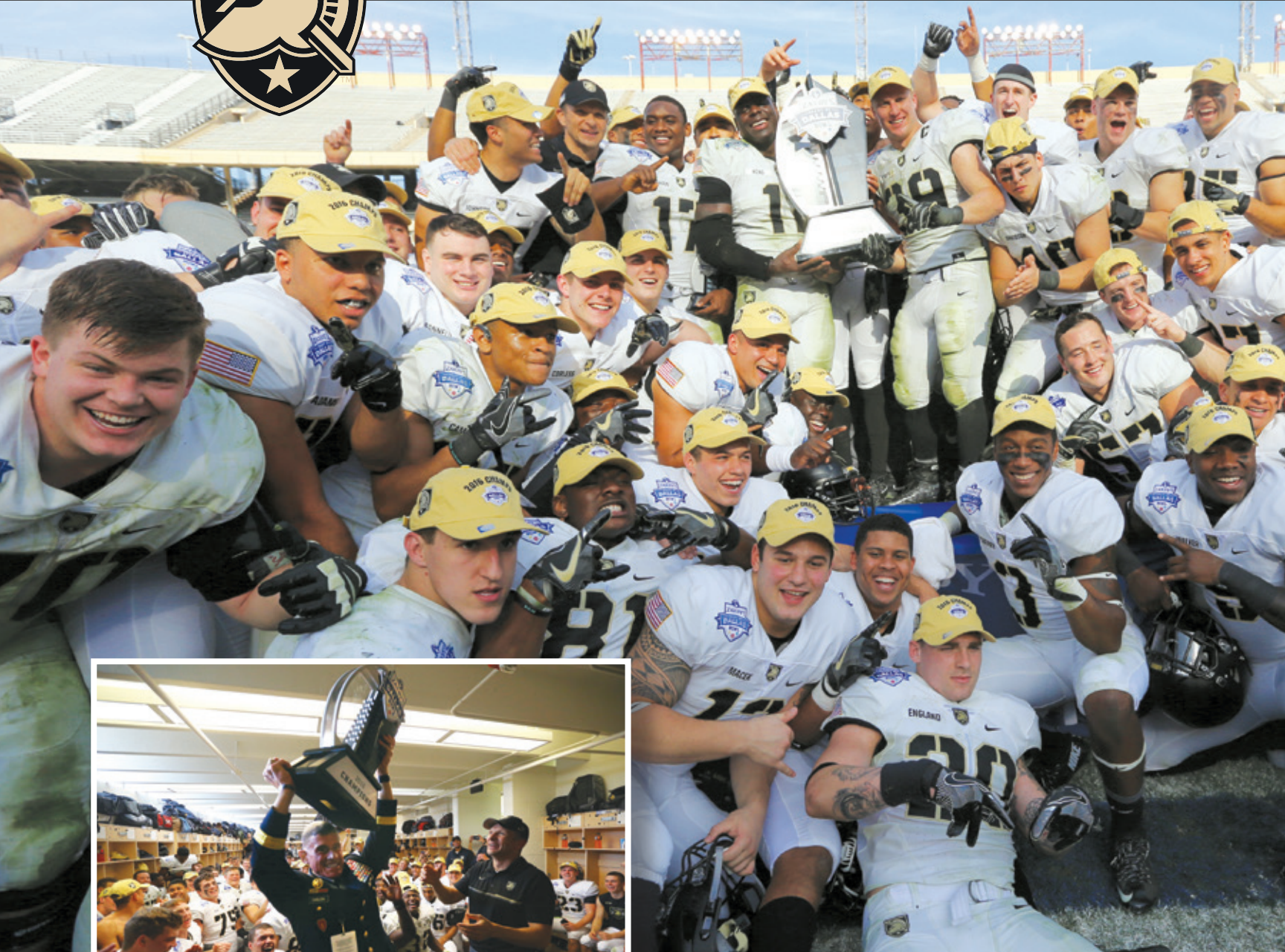
Above: A member of the 82nd Airborne Division celebrates Army's victory.

Below: Army West Point uniforms for the 117th Army-Navy Game were inspired by the WWII paratroopers of the 82nd Airborne Division. Twenty members of the 1st Attack Reconnaissance Battalion, 82nd Airborne Combat Aviation Brigade, "The Wolfpack," including nine West Point grads, performed the flyover at the game.





HEART OF DALLAS BOWL GAME



Above: Co-Captains Andrew King '17 and Jeremy Timpf '17 and the Army team celebrate their Heart of Dallas Bowl victory.



Above: Superintendent LTG Robert Caslen Jr. '75 and Coach Monken celebrate with the team.



Photos pages 12-13: Madeline Salvani/ODIA; Michelle Eberhart/USMA PAO; CDT Alex Werden '18; Danny Wild

December 27, 2016



Army Wins Zaxby's Heart of Dallas Bowl

On December 27, 2016, Army West Point Football capped off their greatest season in 20 years with a thrilling 38 to 31 overtime win against North Texas in the 2016 Zaxby's Heart of Dallas Bowl. At the historic Cotton Bowl Stadium, the Brave Old Army team drew first blood with a touchdown run from Darnell Woolfolk '19. North Texas soon got on the board, only to have a 70-yard touchdown run by Tyler Campbell '19 put Army back on top. Woolfolk would reach the end zone once again to give Army an 18-7 lead going into halftime. The excitement continued in the 3rd quarter with a red zone touchdown by Andy Davidson '19 and an interception from Elijah Riley '20. As the 3rd quarter wound down, Ahmad Bradshaw '18 added to Army's onslaught by keeping the ball and sprinting 65 yards into the end zone, a run that would lead to his Heart of Dallas MVP Award. North Texas mounted a comeback and tied the game in the 4th quarter, but Riley stymied a last-minute attempt for the win when he stepped up to grab yet another interception, allowing Army a chance for an overtime win. In overtime, Army had the ball first and brought it up to the 3-yard line. On 4th and goal, Coach Monken decided to go big and the ensuing play had Jordan Asberry '19 rushing into the end zone for the touchdown. Army was poised for victory if the defense could hold the line. And they did just that: North Texas had one last opportunity to match Army's touchdown, but a last-ditch effort on a Hail Mary pass was batted down by Rhyen England '18, making Army the Heart of Dallas Bowl champions.

The victory marked Army's first bowl win since the 2010 Armed Forces Bowl and the first time the Black Knights reached eight wins since the 1996 season, when they went 10-2. The team set two Heart of Dallas Bowl records: 480 rushing yards and six rushing touchdowns. Coach Jeff Monken attributed the historic win to Army's successful run game, ball possession and game clock control, and a strong offensive line. 2016 was an exciting year that bodes well for the future of Army West Point Football!



Army West Point Football Head Coach Jeff Monken.



Flyover by 1st Air Cavalry Brigade, including four members of the Long Gray Line.



The Four Pillars of The West Point Leader Development System: *Academic, Military, Physical & Character*

By Elizabeth A. Barrett, Editor in Chief

The present mission of the United States Military Academy is “to educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country and prepared for a career of professional excellence and service to the nation as an officer in the U.S. Army.”

Since its founding in 1802, West Point’s mission has continued to evolve. Many Superintendents have adapted the Academy mission and curriculum in response to a changing environment, new warfighting technologies, and evolving U.S. Army needs. As graduates know, Sylvanus Thayer, Class of 1808, who served as the 5th USMA Superintendent from 1817 to 1833, instituted reforms to improve West Point’s academic standards, instill military discipline and emphasize honorable conduct. Douglas MacArthur, Class of 1903, who served as the 31st USMA Superintendent from 1919 to 1922, added the first West Point Cadet Honor Committee, and, drawing upon his field experience in World War I, introduced the concept of “every cadet an athlete,” requiring participation in competitive sports. In 1947, the 40th USMA Superintendent, Maxwell Taylor ’22, published the first official codification of the Cadet Honor Code.

As the Academy’s mission has evolved, so has its approach to leader development, following a process of “continuous improvement” designed to meet the skills required of U.S. Army officers in a changing world. Today, as the premier leader development institution in the world, West Point continues to adapt and refine its approach to leader development, innovating and learning from new research and experience, as well as incorporating feedback received from Army officers in the field.

Graduates through the years will remember precursors to today’s West Point Leader Development System (WPLDS), including the “Fourth Class System,” followed by the “Cadet Leader Development System” (CLDS), introduced in July 1990. From 2011 to 2014, CLDS gradually evolved into WPLDS, a true “Four Class System.” Aligned with the Army’s Leader Development Strategy and the USMA Strategic Plan, WPLDS replaces CLDS’s six learning domains with eight leader development outcomes: 1) Live honorably and build trust, 2) Demonstrate intellectual, military, and physical competence, 3) Develop, lead, and inspire, 4) Think critically and creatively, 5) Make sound and timely decisions, 6) Communicate and interact effectively, 7) Seek balance, be resilient, and demonstrate a strong and winning spirit, and 8) Pursue excellence and continue to grow.

The foundational components supporting the WPLDS outcomes are called the “Four Pillars” of cadet leader development: Academic, Military, Physical and Character. This issue of *West Point* magazine explores the Four Pillars of leader development from multiple perspectives: from the start of the cadet experience to its finish, from the top-down viewpoint of Academy Leadership to a bottom-up view

of the individual cadet’s 47-month journey, from basic core courses required of every plebe to highly specialized elective courses in a major, and from basic training and basic leadership classes all the way to troop leadership experiences and the Superintendent’s capstone course—MX400: Officership.

To accomplish this goal, *West Point* magazine interviewed Academy Leaders responsible for each of the pillars: the Dean (Academic), the Commandant (Military and Physical) and the Superintendent (Character). We also explored how the Leader Development System unfolds in the day-to-day lives of cadets. We followed one company, selected by the Brigade Tactical Department, through activities in each pillar that take place at the company level: parade drill, company functional fitness, physical training, company athletics, military training and officer preparation classes. Through our photos, you will see firsthand the mentoring role of Company Tactical Officers, TAC Non-Commissioned Officers, and Cadet Company and Brigade Leadership. Simultaneously, we looked at Academics on the general level of two required “breadth”/core courses (Plebe English and Chemistry), as well as on the more specialized “depth” level courses of a cadet major (Civil Engineering).

The current Superintendent, Lieutenant General Robert L. Caslen Jr. ’75, has emphasized the importance of the newest pillar, Character, in the West Point Leader Development System, based on his experiences in the field. With WPLDS, West Point is pioneering an approach to character development that is codified, measurable, and threaded throughout the curriculum. West Point leaders continuously assess and implement improvements to Academy programs in order to maintain relevance in an ever-changing environment, promote excellence, better achieve the WPLDS outcomes, and ultimately accomplish the USMA mission. As the Army looks to the future, its need for officers of competence and character has never been greater. Through the Four Pillars of leader development and their goals and developmental experiences that align with WPLDS outcomes, West Point is graduating officers equipped with adaptive leadership skills, who are ready to lead soldiers in the volatile, uncertain, complex, and ambiguous environments of the 21st century.

Integrated across all Four Pillars of West Point leader development are enrichment programs supported by private funding through the West Point Association of Graduates. These programs go beyond core Academy requirements to create the Margin of Excellence, which includes out-of-classroom leadership experiences, cultural immersion opportunities, club and athletic team endowments, and renovation and improvements to West Point facilities. The Margin of Excellence allows the Academy to remain competitive with other top universities in attracting high-quality cadet candidates, and enables cadets to achieve their highest potential.



Academic

USMA's Academic Program: *The Intellectual Foundation for Service*

By **Keith J. Hamel**, WPAOG staff

According to the major higher education rankings, the United States Military Academy at West Point has a top-notch academic program. *Forbes* ranked it as the nation's #1 Public College and the 6th best "Liberal Arts University" for 2017. In 2016, *U.S. News & World Report* ranked West Point the #2 "Top Public College." Year after year, USMA takes *Princeton Review's* top place for "Most Accessible Professors," West Point consistently ranks in the top five for its engineering programs, and high school counselors perennially name it one of America's best colleges. While such news would make most university deans' year (or even career), Brigadier General Cindy Jebb '82, USMA's 14th Dean of the Academic Board, puts rankings like these in perspective. "Rankings are one indication of our Academic Program's success, but we don't hang our hat on them," Jebb says. "Don't get me wrong. If a ranking comes back low, I am going to find out why, but we value scholarships cadets are awarded, feedback from senior officers at the War College, promotion statistics of our grads in the Army, and high graduate school acceptance rates for our graduates

just as much." Jebb's assessment directly speaks to the overall purpose of West Point's Academic Program, which, according to the "Red Book," USMA's official course catalog, "is to provide cadets the intellectual foundation for service as well-educated commissioned officers who possesses the knowledge and skills necessary for continued growth as U.S. Army officers."

This is a purpose that West Point has been fulfilling for more than two centuries, of course, but it has become even more important in the rapidly changing environment of the 21st century. As it states in "Educating Future Army Officers for a Changing World," a publication by the Dean's Office detailing the philosophy of the Academic Program: "The intellectual demands placed on the modern Army officer are unprecedented. Today, more than previously, graduates must deal with complex technologies, rapidly developing situations in complicated multicultural scenarios, and a host of non-traditional missions that demand innovative solutions." For this reason, the overarching academic program goal is for West

Working with Academy Professor LTC Chi Nguyen, Cadets in CH101: General Chemistry lab measure the oxygen content of potassium chlorate.

Point graduates to be able to "...integrate knowledge and skills from a variety of disciplines to anticipate and respond appropriately to opportunities and challenges in a changing world."

According to Jebb, the three key components to achieving this goal are the people of the Academic Program, the curriculum, and resources. Looking at the curriculum first, there are three principal components to the Academic Program: the core (breadth), the major (depth), and enrichment experiences. The core curriculum comprises 24 courses that, Jebb notes, "are 50 percent social sciences and humanities courses and 50 percent math, science, and engineering." For those cadets not majoring in engineering, there is also a three-course core engineering sequence to complete (in infrastructure, cyber, electrical, environmental, nuclear, or systems engineering), along with an additional course in information technology. Overall, as expressed in "Educating Future Army Officers for a Changing World," "The core curriculum provides a broad liberal education in the arts and sciences which provides the intellectual foundation for the profession of arms."

Prior to 1960, all West Point graduates followed a more prescribed curriculum similar to the one above. Beginning that year, however, the West Point curriculum started offering electives to upperclass cadets, and, by 1970, concentrations (later known as "fields of study") were available as well. Cadets in the Class of 1985 were the first to see academic majors at the Academy, and, with the Class of 2005, majors became a graduation requirement. Today, the Academy offers 37 majors (and several minors) across a broad spectrum of academic disciplines. Majors, comprised of between 13 and 19 courses, provide cadets the opportunity for in-depth study of a complex knowledge structure with advancing levels of sophistication. Each major also includes an integrative, often interdisciplinary and team-based experience that is designed to nurture a cadet's ability to understand patterns and relationships in solving complex problems. As Jebb points out, many of these capstone projects use actual military problems. "Army needs and requirements regularly inform our curriculum," she says, "and many academic departments ask Army centers for problems cadets could work on."

Finally, cadets have the opportunity to participate in numerous enrichment experiences. Cadets can participate in conferences, such as the Student Conference on U.S. Affairs (SCUSA); they can become members in one or more of West Point's 44 academic clubs, such as the Cadet Competitive Cyber Team or one of eight foreign language forums; they can listen to the dozens of military and civilian guest speakers who come to the Academy each semester to discuss their latest research and important current events; they can attend field trips with certain academic departments, such as the History Department's Omaha Beach staff ride in Normandy, France (endowed by Lee Anderson '61); and they can partake in hundreds of Academic Individual Advanced Development (AIAD) programs or in the 60 or so semester abroad experiences offered each semester. Regarding this last enrichment opportunity, cadets continually report that their time abroad in another country, immersed in another culture, has been the single most significant developmental experience they have had at West Point (this goes for international AIADs as well). These enrichment experiences are part of the Margin of Excellence that distinguishes a West Point education, and many are funded by graduates and donors through the West Point Association of Graduates. The breadth, depth, and

Academic

7 GOALS OF THE ACADEMIC PROGRAM

The overarching Academic Program goal is for graduates to integrate knowledge and skills from a variety of disciplines so that they can anticipate and respond appropriately to opportunities and challenges in a changing world. The seven Academic Program goals are as follows:

1. Graduates communicate effectively with all audiences
2. Graduates think critically and creatively
3. Graduates demonstrate the capability and desire to pursue progressive and continued intellectual development
4. Graduates recognize ethical issues and apply ethical perspectives and concepts in decision making
5. Graduates apply science, technology, engineering, and mathematics concepts and processes to solve complex problems
6. Graduates apply concepts from the humanities and social sciences to understand and analyze the human condition
7. Graduates integrate and apply knowledge and methodological approaches gained through in-depth study of an academic discipline



CPT Robert "Bobby" Briggs '06, Instructor in the English Department, teaches plebes taking EN101: Composition, a first-year English course that is part of the core curriculum. On this particular day, the class met outside and was discussing the topic of composing introductions.

enrichment experiences of the Academic Program are all designed to help cadets acquire knowledge and enable them to think critically about the social, political, economic, and technological challenges they will face as Army officers.

When it comes to the people component of the Academic Program, it starts with the cadets. “We have phenomenal cadets,” says Jebb. “They are devoted, intellectually curious, and committed to serve.” Each cadet is responsible for selecting his or her major and pursuing enrichment activities, but he or she has a lot of help. Faculty members are devoted to the success of cadets and help them find majors aligned with their talents and passions, which is why the *Princeton Review* consistently ranks West Point faculty as the most accessible. Comprised of 55 percent rotating military faculty and 45 percent senior military and civilians, as well as junior civilians, the entire faculty at the Academy serves a common purpose: to educate, train, and inspire cadets to become future Army leaders.

According to Jebb, this vibrant mix of rotating military faculty and senior military and civilian faculty brings a very powerful base of experience to cadets, from both distinguished military and scholarly careers. For rotating military faculty, the educational experience at West Point works both ways, too. “We take the best officers from the field, educate them in the best graduate school programs, and have them teach and mentor cadets,” Jebb states. “In the process, our rotating military faculty grow personally and professionally as they learn from their civilian and senior military colleagues, and they return to the Army as extremely talented field grade officers ready to excel in the operational Army.” So, while they are working with cadets, sharing field experiences they just lived with those who will be experiencing the same soon, rotating military faculty are also learning from their civilian and their senior military counterparts. “What makes our Academic Program model unique is the fact that cadets and faculty are learning and growing together for a common purpose,” says Jebb.

In terms of resources, time, space, and funding are required for the people and curriculum of the Academic Program to be effective. Resources include adequate time for cadets, faculty, and staff to complete their work and reflect, as well as ensuring that appropriate administrative processes are in place. Also important are having academic facilities that enable effective teaching and learning; an information technology infrastructure that provides cadets, faculty, and staff what they need to remain on the cutting edge of pedagogy, research, and communication; and a planning process that facilitates continual improvement of the Academic Program.

All institutions of higher learning, including those ranked in the well-known journals mentioned above, are preparing their students to be good leaders and good citizens in all different walks of life, but the United States Military Academy at West Point is different. With this in mind, Jebb says, “What distinguishes West Point from other schools is its mission; it is really unlike any other.” That mission is to educate and inspire adaptive leaders of character for the Army’s and nation’s complex and undefined future. And there is nothing uncertain about that. ★

Academic

CORE COURSE

The Academic Program curriculum at West Point has three principal components: the required core courses (offering breadth of study), the academic major (offering in-depth study with advancing levels of sophistication) and the integrative, or capstone, experience. Half of the core courses are math, science and engineering courses, the other half are social sciences and humanities courses.

INTRODUCTORY LEVEL CORE COURSE: PLEBE CHEMISTRY

One hundred sixty Fourth Class cadets, working in small groups, fill the new chemistry laboratories in remodeled Bartlett Hall for a two-hour lab session of CH101: General Chemistry. Nine hundred cadets will take the required course over the period of a year.

CH101 is one of four science courses mandated by the USMA core curriculum. The others are: PH205: Physics I, EV203: Physical Geography, and a fourth science course chosen from CH102: General Chemistry II, PH206: Physics II, or CH275: Biology



Photo: Ted Spiegel



Associate Professor Ken Wickiser '92 (above, right) guides cadets through laboratory techniques needed to analyze potassium chlorate in CH101: General Chemistry.



Academic

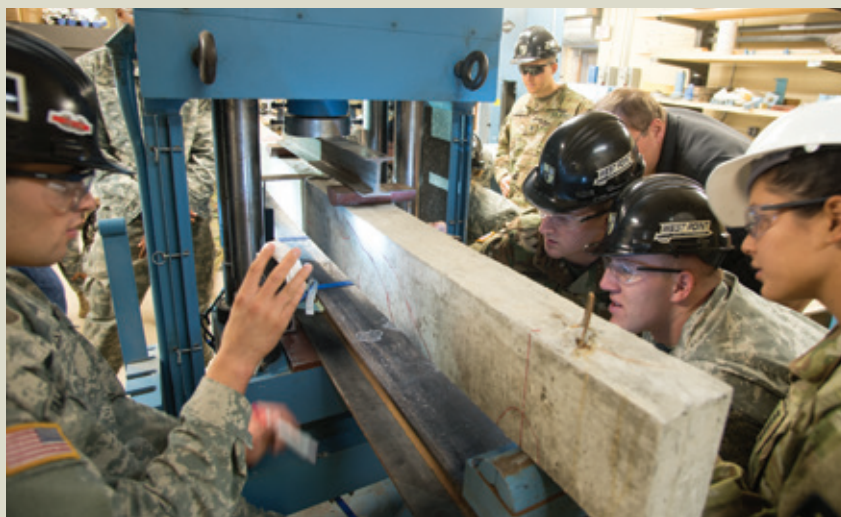
IN DEPTH MAJOR COURSE: REINFORCED CONCRETE DESIGN

West Point began offering majors with the Class of 1985. Today the Academy offers nearly 40 majors, each requiring between 13 and 19 courses. This Civil Engineering class illustrates how the major at West Point offers in-depth study of a complex knowledge structure.

TESTING TO DESTRUCTION

The lab program for CE483: Reinforced Concrete Design includes a series of three sessions creating, testing, and evaluating concrete beams. In the first session, cadets set up concrete molds with varying strength levels of reinforcing bars of iron or "rebar." In the second session, they create a uniform concrete mix, which is then poured into the forms to create beams for testing.

In the third session, shown here, cadets place the test material beams they have created into a Forney materials testing machine that, in this instance, is using a "three point bend fixture," fixed at the ends and movable at the center. The application of hydraulic pressure in the center allows them to measure how much the beam can be bent and how much force it takes to bend it before cracking. At the end of the third session, instructor Captain Lorinz Gleich '06 points out how too much rebar restricts flexion, making a beam prone to premature cracking. ★





GET THE CARD THAT EMBODIES YOUR
PASSION FOR THE BLACK KNIGHTS.

Backing the Black Knights has never been so rewarding. Show your team spirit wherever you go, and support them with every purchase using the Army Athletics USAA Rewards™ Credit Card. **Go Army! Beat Navy!**

APPLY TODAY.

usaa.com/armyathleticsvisa | 855-9GO-ARMY (946-2769)



USAA means United Services Automobile Association and its affiliates. USAA products are available only in those jurisdictions where USAA is authorized to sell them. Purchase of a product other than USAA auto or property insurance, or purchase of an insurance policy offered through the USAA Insurance Agency, does not establish eligibility for, or membership in, USAA property and casualty insurance companies. Army Athletics receives financial support from USAA for this sponsorship. This credit card program is issued by USAA Savings Bank, Member FDIC. © 2016 USAA. 237068-1216



Military

USMA's Military Program: *Building Competence, Commitment, and Character in Tomorrow's Army Officers*

By **Keith J. Hamel**, WPAOG staff

Ever since then-Captain Sylvanus Thayer, Class of 1808, appointed First Lieutenant George W. Gardiner, Class of 1814, as the first Instructor of Infantry Tactics and Soldierly Discipline at West Point (a position changed in the Regulations to "Commandant of Cadets" in 1825), the Military Program at the United States Military Academy has been constantly evolving. As years became decades, and decades became centuries, the Military Program can best be seen as alternating between two states: one state existing during times of war and the other preparing for the next war. When the nation is in conflict, as during World War I or World War II, the Military Program is accelerated, quickly producing lieutenants for the current fight. In the interwar periods, leaders are focused on taking lessons from the last conflict and incorporating them into the Military Program at the Academy.

According to Brigadier General Diana Holland '90, the current Commandant of Cadets, the latest iteration of this cycle began with the terrorist attacks on September 11, 2001. "But we've moved away from the 'current war' model in the last five years or so," she says. "The Army is now pushing for a 'thinking ahead' model; one in which we prepare cadets for an ill-defined enemy and an uncertain and ambiguous environment."

Today's Military Program incorporates a mix of strategic theory and intensive practice. The theory, or intellectual aspect, is found in three components to the Military Program, each satisfying the program's goal to "solve tactical problems using principles that underlie doctrine and warfighting." The first component is the Modern War Institute (MWI), which was established at West Point

Above: Cadets listen to an NCO during Airborne Military Individual Advanced Development or MIAD.

in July 2015 to study recent and ongoing conflicts in order to prepare present and future leaders to win in a complex world. MWI, a Margin of Excellence program supported through WPAOG, is dedicated to researching modern warfare and producing scholarship relevant to the Army. MWI's research also affects cadets by keeping the Department of Military Instruction's (DMI) military science (MS) courses and the Defense and Strategic Studies (DSS) major updated and relevant. MWI also brings distinguished visitors to West Point to speak to cadets and hosts symposia (such as the War Studies Conference) to inform cadets of topics affecting today's Army leaders. The second and third intellectual components of today's Military Program are the MS courses and the DSS major. Established in 2009, DSS is a 30-credit hour, three-track major (irregular warfare, war sustainment, and counterterrorism) that focuses on national policy, military strategy, operational art, and the use of force to study the relationship between tactical action and national policy. Military Science courses have existed at the Academy for decades, but the current MS course form dates to 2008. Comprising the core curriculum of the Military Program, the 40-lesson MS courses occur during the academic year, and teach cadets tactical leadership and decision-making under pressure. Each academic year of MS courses builds upon the previous year's instruction and serves as a continuum to what the cadets learn during West Point's summer training programs.

The summer training programs, the lab version of the MS courses, account for the intensive "practice" portion of today's Military Program. "Twenty-five or so years ago, there were only two military training events at West Point: Beast Barracks and Camp Buckner," says Holland. "Now we have more than a dozen, and they are a lot more rigorous." In addition to Cadet Basic Training and two iterations of Cadet Field Training, West Point now has four classes of Air Assault School, three classes of Cadet Leader Development Training (including a multinational training exercise in Hohenfels, Germany with Royal Military Academy Sandhurst cadets), Cadet Candidate Basic Training (for the U.S. Military Academy

text continued on page 26

MILITARY PROGRAM SCORE FOR THE CLASS OF 2017

The Military Program counts as 30 percent toward a cadet's overall performance score. The Military Program Score represents the weighted average of grades from all of the Military Program's events.

For the Class of 2017, Military Science courses count as 35 percent of the Military Program score (each MS course weighted as 7.5 percent, except MS200, which is 5 percent), and Military Development courses count as 65 percent of the total score (from 2 percent for plebes to 15 percent for firsties).

Military

MILITARY PROGRAM OVERVIEW

Military Science (MS) sequence (Department of Military Instruction)—Instills foundational technical and tactical competence. MS = Military Science/Academic; ML=Military Lab/Field.

- MS100, ML100, MS200, ML300, MS300, ML300

Military Development sequence (Brigade Tactical Department)—Instills foundational administrative competence, character, and commitment

- CDT private/PFC; CDT corporal; CDT sergeant;
CDT 1st sergeant, command sergeant major, or officer

Military enrichment experiences—Bring the Military Program to life

- Military Individual Advanced Development (MIAD),
Cadet Troop Leader Training (CTLT)
• Capstone Officership Course: MX400

Military Program Assessment Periods

1. After Cadet Basic Training (CBT)
2. After Cadet Field Training (CFT)
- 3 & 4. After completion of Cadet Leadership Development Training (CLDT) and West Point Leader Detail
5. Right before graduation

USCC Commandant BG Diana Holland '90, presents a company award streamer for excellence during the 2015-2016 academic year.





“WE PROVIDE PERSPECTIVE.”

The at-ease connection between G-2 Company Tactical Officer Captain Barry Ammons '06 and Cadet Company Commander Marco Lazzizzera '17 bears witness to an effective working relationship. Ammons describes his framework: “Everyone here at West Point is focused on developing the cadets’ capacities. As company TACs, we help the cadets understand how the four pillars come together to develop them in their cadet experience.” Ammons explains, “As a TAC you have to be the ‘honest broker,’ helping the cadets see what they don’t want to see. I can get cadets to voice their own weaknesses and help them build self-awareness. That’s far better than just me dictating areas for them to improve on. I have to counsel them that they have to put more effort into building up strength in all of the pillars or they will experience serious shortcomings down the road.”



CADETS ON PARADE

The picture-perfect pageantry of a West Point parade (see page 34) requires substantial drill and preparation.

Cadets practice for parades “under arms,” always with rifles, cadet sabers, shako caps (“tar buckets”), and gloves. Sometimes they add sashes and chapel belts with ammo boxes. The sequence pictured above shows cadets preparing for the Thayer Award parade over several weeks.



BE SQUARED AWAY: Company G-2 Tactical NCO Sergeant First Class Lindsay Crudup explains the importance of setting standards: “Set standards you hold yourself to: never accept mediocrity in others or yourself—that sends a message that standards will be upheld. As firsties you should be the example for the lower classes to emulate. When they look at a firstie, they should say to themselves, ‘that’s a squared away cadet.’”





❶ DRILL AND CEREMONY: G-2 TAC Officer CPT Barry Ammons '06 talks with G-2 Cadet Company Commander Marco Lazzizzera '17 as the company assembles in Central Area before parade drill.

❷ STEPPING OUT: Formed up, G-2 steps out from Central Area for an afternoon's drill on the Plain.



❸ "WHEEL LEFT": Two regiments go through their paces under the watchful eye of Tactical Officers, NCOs, and cadet graders, who evaluate each company's turning technique.

❹ DO IT AGAIN: A week later, the 1st and 2nd Regiments keep on polishing up. View the precise results of their practice, the Thayer Award parade, on the poster on page 34.



HAIRCUT FORMATION: THURSDAYS 0650: As Company G-2 cadets prepare for inspection, TAC NCO Crudup explains, "I can't correct you if I need a haircut; I can't tell you that you need a haircut. If my uniform looks bad, I can't tell you that your uniform is bad."



CADET COMPANY COMMAND: G-2 Cadet Company Commander Marco Lazzizzera '17 explains his role: "The TAC team feels that the cadet company should be run by the cadets. If I find difficulty in approaching a certain problem, they will help me work towards an answer. Some important areas of concern are: accountability, trust, character development, setting and upholding standards, respect and the importance of caring—having the internal capacity to care beyond the description of your duties."

Preparatory School), and two sessions of the Summer Leaders Experience (a week-long introduction to life at USMA for high school juniors). The rigor of most of these events comes from the external task force comprised of experienced soldiers that come to West Point to support cadet training. “The Department of Military Instruction brings in as many as 1,400 summer task force soldiers each summer,” says Colonel Jonathan Neumann ’89, Director of DMI. “The size of this element shrinks and grows based on the number of cadets in the field, with some soldiers supporting a specific task (a Chemical platoon for CBT) and others offering general help (an Infantry battalion serving as the Opposing Force (OPFOR) during CLDT).” Holland sees the summer training task force as one way in which West Point stays integrated with the Army. “The recent expansion of military advanced programs helps too,” she says. As part of summer training, upper-class cadets can now enroll in jump school, air assault, jungle warfare training, the

Sapper Leader Course, the Combat Diver Qualification Course, the Brazilian or Georgian Mountain Course, or the French Commando School.

One of the benefits of this integration is getting cadets more exposure with non-commissioned officers (NCOs). “Graduates would likely be surprised at the amount of interaction today’s cadets have with NCOs,” says Holland. “Increasing cadet interaction with NCOs is an ongoing goal of the Military Program.” An external review of the entire Military Program done approximately a year ago noted that West Point wanted to continue and even increase the touchpoints between cadets and NCOs. For the first time in Academy history, DMI integrated Army drill sergeants during the 2016 Leader Training Program. “They came to mentor the cadet cadre prior to Beast Barracks, and the benefits were immediately obvious,” says Neumann. Of course, cadets need

“Cadets routinely get opportunities to learn from soldiers with operational Army experience...between company TACs (Tactical Officers) and TAC NCOs, not to mention rotating military faculty in the Academic Program, cadets at USMA have more resources than any other commissioning source to assist them on their journey to become leaders of character.”

— COL Jonathan Neumann ’89, Director of DMI

Military

THE MILITARY PILLAR PROVIDES PROGRESSIVE LEADERSHIP DEVELOPMENT

The firing range is under the control of the First Class cadets, who see to the proper “zeroing in” of and firing of weapons. Here cadets from the 2nd Regiment squad for the Sandhurst Competition practice their marksmanship.



Photos: Ted Spiegel

not go far to have interactions with NCOs: Between DMI and the Brigade Tactical Department, there are approximately 50 NCOs involved with the day-to-day Military Program at West Point. “Cadets routinely get opportunities to learn from soldiers with operational Army experience,” Neumann says. “Between company TACs [Tactical Officers] and TAC NCOs, not to mention rotating military faculty in the Academic Program, cadets at USMA have more resources than any other commissioning source to assist them on their journey to become leaders of character.”

Cadets also have opportunities through MWI's speaker series to listen to veterans, old grads, Medal of Honor recipients, retired generals, and currently serving general officers, and the MWI-sponsored Mission Command Conference brings recently deployed units to West Point to share their different experiences in the current Army environment with tomorrow's junior leaders. Even the Commandant herself holds regular meetings with cadets and constantly observes their training to confirm that they are meeting standards. Pairing access to this incredible pool of Army personnel with all of the military responsibilities that cadets have (company time, leadership detail, Saturday morning inspections, etc.), it is easy to see why Neumann metaphorically calls West Point's Military Program the mortar holding the bricks of the Academy together. “Cadets are continually immersed in their preparation for military leadership, even if they don't specifically realize it,” he says. “Everything they do can be tied back to the Military Program.” This daily immersion in military learning is something that hasn't changed in 214 years and counting, and it is what makes the United States Military Academy the world's premier military academy. ★

SIX GOALS OF THE MILITARY PROGRAM

These goals describe the competence, commitment, and character of the world-class lieutenant and graduate of West Point.

1. Be proficient as an individual soldier
2. Be proficient as a member of a team in select tasks
3. Solve tactical problems using principles that underlie doctrine and warfighting
4. Understand the roles of officers and non-commissioned officers in the Army
5. Demonstrate effective leadership expected of a junior officer in accomplishing assigned missions
6. Demonstrate courage, character, integrity, and toughness

HANDS-ON MENTORING: A firstie coaches a cadet on proper breath management when aiming and firing a weapon (pictured far left).

TARGET PRACTICE: Firsties monitor cadets firing and the subsequent examination of targets. Tight groups at the target center are the result of cadet coaching on aspects such as proper breath management when aiming and firing.



Military Field Training



A key component of the Military Pillar is extensive field training during the summer. Here, cadets conduct artillery and air assault training with assistance from soldiers of the 101st Airborne Division (Air Assault) with air support from the New Jersey National Guard. During artillery fire support training, cadets learned how to ❶ Load and fire 81mm mortars, ❷ Load and shoot rounds from a Howitzer, ❸ Conduct basic rifle marksmanship training with M4 rifles, and ❹ Plot enemy positions and monitor impact zones. In addition, ❺ Cadets conduct aircraft rappel training during the U.S. Army Air Assault Course.



5



4



1



3



5



3



Physical

USMA's Physical Development Program: *The Cornerstone of Combat Readiness*

By Keith J. Hamel, WPAOG staff

It's 5:30am, and the Arvin Cadet Physical Development Center has just opened for business. One of its first "customers" is a Second Class cadet who has come to practice the shelf event of the Indoor Obstacle Course Test (IOCT), which competes with the rope climb event as the continual sore spot for cadets trying to pass the IOCT, a graduation requirement. A little later in the morning, more cadets arrive, including a group of female cadets from the Class of 2020 who are heading to PE116: Plebe Boxing, which is now a required course for all cadets at the Academy. And, in the afternoon, cadet company athletic teams descend on Arvin to play intramural basketball on one of its six indoor courts. From morning to night, physical activity never ceases at Arvin, just as it never ceases at the Academy at large, where one can witness company physical readiness training just as the sun is rising as well as squad runs around Post as the sun sets. It is all in preparation for what cadets will be doing in the Army.

"Regardless of branch, regardless of post, on their first day reporting as new second lieutenants, West Point graduates will be

expected to do physically demanding tasks, guaranteed," says Colonel Kevin Bigelman '93, Acting Department Head for the United States Military Academy's Department of Physical Education (DPE). "This fact makes what we do at DPE extremely relevant."

DPE is in charge of USMA's Physical Program, one of the four pillars of cadet development at the Academy. Its mission is to "develop warrior leaders of character who are physically fit and mentally tough by engaging cadets in activities that promote and enhance physical excellence." Those activities fall into one of three types: instructional coursework, fitness testing, and competitive sports. A cadet's performance in these three areas determine his or her Physical Performance Score (PPS), with coursework counting as 50 percent, fitness testing as 30 percent, and competitive sports as 20 percent. PPS is factored as 15 percent toward the Cadet Performance Score (along with the Academic Program Score at 55 percent and the Military Program Score at 30 percent), which determines a cadet's overall ranking in his or her class.

The Physical Program portion of the 47-month West Point experience begins on R-Day with DPE personnel administering pull-up and flexed-arm-hang tests to get baseline physical performance numbers on all new cadets. DPE also plans and monitors an intense and progressive summer physical readiness training (PRT) for the six weeks of Cadet Basic Training (CBT), aiming to accomplish four overall goals: 1) prepare new cadets for the physical demands of summer training and the academic year's physical education requirements, 2) introduce new cadets to the Army's physical conditioning program, 3) foster positive behaviors and attitudes toward physical fitness, and 4) develop attributes of leadership, character, teamwork, self-confidence, and courage among new cadets.

For rising yearlings, DPE supervises special physical training events in Cadet Field Training (CFT) which are designed to challenge each Third Class cadet while fostering teamwork, courage, and pride. Lastly, summer training allows the upper-class cadet cadre to implement and execute PRT among their CBT and CFT units, which helps them develop their leadership skills through exposure to a variety of physical training methods and experiences. In each summer training PRT program, DPE emphasizes its motto: "Set the standard; maintain the standard."

This motto continues into the academic year with DPE's instructional coursework, which is graduated and progressive at both the course and program levels. Plebes in PE116: Plebe Boxing and PE117: Military Movement, for example, start with the basics (learning how to defend against the jab or learning jumping and landing techniques) before advancing to each course's more recognizable events (sparring with a partner in the ring or vaulting over the horse). "It may be rough; it may look ugly, but each iteration builds confidence," says Bigelman. This is important when trying to teach a cadet the defensive skills needed to take a punch or the techniques for stepping off a 6.5-meter platform into a pool during PE320: Survival Swimming. "All DPE courses have a fear management component," says Bigelman, "and each one is designed to take cadets outside of their comfort zones." By learning to manage their fear, cadets develop the mental toughness that DPE seeks to instill alongside physical fitness.

Each year of DPE coursework also builds progressively. In the Fourth Class program, cadets develop the self-confidence to meet the future physical requirements of the Academy, and, by the time they are firsties, they have studied the principles and theories to help them build a healthy, active physical fitness program for themselves and their units in the Army. In between, they develop both the functional fitness (agility, balance, coordination, power, and speed) and health-related fitness (muscular strength and endurance, body composition, flexibility, and cardiovascular stamina) that will help them as soldiers, and they participate in one of eighteen "Lifetime Physical Activity" courses (e.g., cycling, golf, racquetball, skiing, etc.), which are designed to instill in them a long-term commitment to physical development.

DPE's dual focus on both functional and health-related fitness also comes into play in the annual fitness tests cadets must pass. The Brigade Tactical Department administers the Army Physical Fitness Test (APFT) to all cadets each semester, and DPE administers the IOCT to Third, Second, and First Class cadets at regular intervals each year. Cadets must successfully complete the

Physical



Previous page: Before the test is administered, instructors demonstrate acceptable sit-up technique to members of the second regiment. **This page, top:** A test administrator counts out acceptable push-ups. **Above:** A TAC Officer shouts out the time as a cadet crosses the finish line of the 2-mile run test component.

STAYING "ARMY STRONG"

The Army Physical Fitness Test (APFT) is administered each semester to every cadet by DPE staff and TAC officers. It has three components: 2 minutes of push-ups, 2 minutes of sit-ups, and a 2-mile run. As USMA graduates know, the APFT challenge is career-long.

APFT (push-ups, situps, and a timed two-mile run) to remain at the Academy, and they must meet the minimum performance standard of 3:30 (men) or 5:29 (women) on the IOCT in order to graduate. “The APFT may not be the best assessment of a cadet’s all-around fitness,” Bigelman admits, “but the 11-event IOCT—given that it tests certain skills (balance, agility, speed, etc.), requires anaerobic capacity, and features a mental toughness component (managing one’s fear of heights)—is a great test of soldier functional fitness.”

Perhaps the area of the Physical Program that takes the most holistic view of a cadet’s fitness level is the competitive sports program, which is comprised of three categories of competition: corps squad (run by the Director of Intercollegiate Athletics), competitive club (run by the Directorate of Cadet Activities), and company athletics (run by DPE). The competitive sports program was started by then Brigadier General Douglas MacArthur, Class of 1903, when he was Superintendent. Based on his experiences in World War I, MacArthur believed that cadets who took part in organized sport made the best soldiers. This belief created a

philosophy that has spanned generations at the Academy: “Every cadet an athlete,” to which DPE has added, “and every athlete challenged.” Furthermore, as the “Whitebook,” the Physical Program’s official guide indicates, this philosophy has two outcomes: 1) to develop warrior athletes of character (“a team player who combines mental toughness, perseverance, and athletic skill with exemplary sportsmanship and fair play”) and 2) to build teams of significance (“a group of warrior athletes working as a single unit and demonstrating character, competency, commitment, courage, cohesion, and communication”).

On Monday through Thursday, from 4:15pm to 6:30pm (known as “MacArthur Time”), a cadet’s place of duty is “upon the fields of friendly strife.” All athletes in the three categories of competition are evaluated for their performance during this time based on the Character in Sports Index (CSI). The CSI factors in each cadet’s sportsmanship, mental toughness, winning spirit, unselfishness, coachability, attitude, playing ability, and competitive performance. “In general, we are trying to reward behavior on the field that is consistent with Army values,” says Bigelman.

Company athletics, which has approximately 2,800 cadet athletes and another 800 or so cadet leaders participating in one of five sports each semester, is the largest component of the competitive sports program, and it requires some 30 DPE sports educators to run this program every day. Competitive club athletics, which is offered through the Directorate of Cadet Activities and supervised through DPE, fields 16 club teams with roster spots for approximately 470 cadets. Finally, corps squad sports, run by the Directorate of Intercollegiate Athletics, has 28 teams, and the

“All DPE courses have a fear management component, and each one is designed to take cadets outside of their comfort zone.”

— COL Kevin Bigelman '93,
Acting Department Head, USMA DPE

Physical

PHYSICAL EDUCATION CURRICULUM AND STANDARDS:

All cadets are required to take a course sequence including Combatives and Military Movement, followed by Fundamentals of Personal Fitness and Combat Applications. Cadets must also take Survival Swimming and pass its test and pass the Indoor Obstacle Course Test (IOCT) in order to graduate.



athletes on these teams compete and win at the highest level possible for college sports, the NCAA.

Through instructional coursework, fitness testing, and competitive sports, DPE and the Physical Program allow cadets to demonstrate physical excellence over the course of their 47 months at the Academy and foster within each of them the desire to continue this optimal physical performance during their career in the Army and for the rest of their lives. Furthermore, from trying to score points against their opponent in the boxing ring to competing with their company athletics team against a common foe, DPE's activities stress a winning ethos. "That's what our business is all about," says Bigelman. But, as he points out, for DPE, winning transcends the final score of any game or match: "It is paramount that we always affirm a 'higher purpose' that challenges cadets to reach their potential, as individuals, as team members, and as future Army officers." ★

"It is paramount that we always affirm a 'higher purpose' that challenges cadets to reach their potential, as individuals, as team members, and as future Army officers."

— COL Kevin Bigelman '93,
Acting Department Head, USMA DPE



1 WOMEN'S BOXING: Introduced with the Class of 2020.

2 COMBATIVES CLASS

3 ROPE CLIMB AND VAULT: Components of the Indoor Obstacle Course Test (IOCT) required for graduation.



4 Instructors teach cadets how to land safely on the trampoline.

5 SURVIVAL SWIMMING





A large marching band in dark blue and white uniforms with tall black plumed hats is performing on a green lawn. In the background is a large, multi-story stone building with many windows. The scene is captured in the warm light of late afternoon or early morning.

**“Perfection is not attainable, but if we chase
perfection we can catch excellence.”**

—Vince Lombardi

Physical

COMPANY FUNCTIONAL PHYSICAL FITNESS TRAINING AND COMPANY ATHLETICS BUILD COOPERATIVE SKILLS AND COMPETITIVE SPIRIT

❶ ROLLING ALONG

Functional Fitness exercise is regularly conducted at the company level. Here, G-2 cadets build strength through hands-on meaningful challenges designed to relate to field applications.

❷ "ON THE FIELDS OF FRIENDLY STRIFE"

Company athletics at West Point is not your typical "intramural" program at a civilian university. The West Point Company Athletics Program provides a competitive sport experience designed to develop future Army officers. The name "company athletics" serves as a reminder that this is an athletics program committed to teaching Army Values, cultivating the warrior ethos, and instilling pride in the military culture.

❸ "EVERY CADET AN ATHLETE"

Cadet participation in competitive sports is required at the company, club or Intercollegiate/Corps Level



Below left: Cadets play soccer at the company level. **Below right:** G-2 cadets play flag football against company H-2 as part of Company Athletics.



Studying Fitness: The Human Performance Lab

While most people think of “gyms” and “playing fields” when they think of physical fitness, Dr. Jesse Germain '87 thinks of a “lab,” the Human Performance Lab (HPL) to be precise. Germain, an Academy Professor with the Department of Physical Education and Director of its Kinesiology major, runs the HPL, a 3,000-square-foot facility in the basement of Arvin Cadet Physical Development Center dedicated to studying both health-related and functional fitness. “HPL allows cadets to do scientific research to draw conclusions that might assist them as fitness leaders of small units in the Army,” says Germain. The HPL has several pieces of equipment to aid in this research, including a metabolic cart (which allows for VO2 testing and other physiological testing), bio-mechanical and other force production equipment, force plates, bio-markers (worn devices that show researchers what muscles are firing and how intense they are firing during physical activity), a DEXA machine, and a “Bod-Pod” (these last two devices measure

body composition). In addition to faculty research done for the Army, HPL supports the disciplinary requirements of the Kinesiology major and helps cadets understand the science behind classroom topics such as exercise physiology, bio-mechanics, nutrition, and exercise testing and prescription. Finally, HPL allows Kinesiology majors to conduct individual research projects. In 2016, for example, HPL helped one cadet show the effects of Power Riser Stilt Bionics adaptations on the human body, allowed another to perform a comparison of muscle activation between the deadlift and the power clean lift, and assisted a third in demonstrating the effects of shoulder injuries on traditional push-up performance.



Crew is a USMA Competitive Club Sport. Football and Women's Lacrosse are intercollegiate level teams.



The Bod-Pod measures body composition.



★★★★ Character

Every Graduate a Leader of Character: *Character Education at the World's Premier Leader Development Institution*

By Keith J. Hamel, WPAOG staff

When Brigadier General Douglas MacArthur, Class of 1903, became the 31st Superintendent of West Point in 1919, he drew on his firsthand experiences in World War I to introduce major changes at the Academy. Most notably, recognizing the intense physical demands of modern warfare, MacArthur instituted mandatory athletics for the Corps, or what has become known as the “every cadet an athlete” legacy. Nearly one hundred years later, when he became West Point’s 59th Superintendent in 2013, Lieutenant General Robert L. Caslen Jr. ’75 began enacting changes at the Academy based on his own wartime experiences as a division commander in Iraq. “I was writing an average of one-and-a-half letters of reprimand per week for senior leader moral misconducts as part of Article 15 or non-judicial punishment,” says Caslen. “I asked my Staff Judge Advocate to explain how we could

have 78 leader misconducts in a year, and I was shocked when he told me that we were no different than any other division.” Based on his experience of this downrange crisis of leadership, Caslen developed an initiative when he became Superintendent to fortify the character of each cadet, the Army’s future leaders. The policy for this initiative, Honorable Living and Building Trust, is already starting to bear fruit at the Academy today and, through its graduates, could possibly transform the Army in the future.

“When I was Commandant of Cadets from 2006 to 2008, I thought about the challenge of getting cadets to internalize values,” Caslen says, “but when I saw firsthand the consequences of senior leader misconduct downrange, I realized that I needed to take action.” Less than a year after assuming command of West Point,

Above: USMA Superintendent LTG Robert L. Caslen Jr. ’75 presents a Superintendent’s company award streamer for excellence during the 2015-16 academic year.

Character

the Superintendent released a White Paper titled "Honorable Living and Building Trust" that establishes the foundation of West Point's Character Development strategy for cadets, aimed at fulfilling the Academy's mission statement to graduate "leaders of character." Throughout its pages, this White Paper stresses what it means for a cadet to live and serve honorably, and why leading a life of honor is critical to building trust within the military profession. In short, living honorably means constantly maintaining West Point's values, namely "Duty, Honor, Country," and always adhering to the Army ethic. This is vital because, as a subsequent draft outlines, good character builds trust, and trust enables leaders to conduct decentralized operations without constant oversight, making their units militarily effective; conversely, weak character breeds mistrust, undermines unit cohesion, and degrades military effectiveness. Boiled down to its essence, living honorably could mean the difference between life and death in the Army profession.

Since its dissemination nearly three years ago, the Superintendent's White Paper has generated widespread discussion among the West Point community. "Cadets started embracing moral development, and the entire West Point population started questioning themselves and their behavior," Caslen says. He is particularly encouraged by the reaction among cadets serving on the Cadet Honor Committee: "Given that they are responsible for building diverse and inclusive teams, I am especially pleased to see these cadets discuss what it means to live honorably and debate the consequences of their behavior or actions as leaders."

Yet, challenges still remain. One of the biggest that the Superintendent faces is the impact of technology on character, particularly social media. "Social media magnifies and contributes to the gap between the value set with which cadets come to West Point and the values of Duty, Honor, Country," Caslen says. "It allows cadets to live a set of values online that are different from the values they must live in public." According to the Superintendent, the private life-public life divide of social media is one with which cadets constantly must wrestle. "The American people and our soldiers expect us to behave honorably and inspirationally all the time," Caslen says. "They do not make a distinction between private life and public life, even if we believe that distinction exists." Given that social media allows users to post things anonymously, it is easy to say things one would not utter in a public sphere. The Superintendent's solution to this situational ethic is for cadets to apply the following test: "If you can't stand in front of a group of people and say something out loud, then don't say it from behind a screen by posting it on social media." But anonymity is not his only concern when it comes to social media. "Cadets, like other individuals their own age, tend to be sensitive to what's said about them on social media," he says. This is a potential problem when it comes to making a correction among their peers; rather than risk being criticized on social media, a cadet may look the other way and not reinforce the standard. The non-toleration clause is already the hardest part of the Honor Code for cadets to uphold, and social media compounds this with the fear of reprisal.

Despite the above challenges, Caslen believes the "Honorable Living and Building Trust" policy is making a difference. Data submitted to the Superintendent's Office at the end of the 2015-16

PEER CHARACTER TEACHING AT THE COMPANY LEVEL

Character classes are taught during the Commandant's hour every other day immediately after lunch. Here cadets of Company G-2 participate in a character class on "Leadership Challenges" taught by Firsties in their company and monitored by the Tactical Officer of the 2nd Regiment. After the introductory presentation on challenges of leadership, cadets were broken out into discussion groups to further explore the topic.



academic year shows a decrease in the numbers regarding the toleration level within the Corps when compared to a 2007-08 honor study done for Lieutenant General Franklin ("Buster") Hagenbeck '71 when he was Superintendent. "Zero toleration is the goal," says Caslen, "so the numbers are still too high, but we seem to have reversed the trend and have them going in the right direction." Caslen knows that the path to character development is going to take time and effort. This is why the second draft of his "Honorable Living and Building Trust" White Paper has a section subtitled "Developing Character Takes Time and Effort," which details the three parts of the character-developing process: moral knowledge (education), moral action (training), and moral feeling (inspiration). "Moral knowledge comes with West Point's education program on the Army ethic and moral-ethical reasoning," the White Paper states. "Moral action is improved with the practice of exercising one's 'character muscle' and then providing opportunities to reflect on what one has learned; moral feeling is the process of inspiring one to live honorably in spite of adversity."

Each of West Point's four developmental programs—academic, military, physical, and character—contributes to at least two of the five individual facets of character: moral, civic, social, performance, and leadership. For example, the Military Program, which trains cadets in the essence of warfighting and the profession of arms, is primarily tasked with addressing the performance (duty, resilience, and grit necessary to accomplish the mission and get results) and leadership (establishing a safe, positive, command climate where everyone thrives while achieving results) facets of character. Similarly, USMA's Character Program, which is implemented jointly by the Simon Center for Professional Military Ethic and the Brigade Tactical Department, focuses on the moral (assess the moral-ethical aspects of every situation and take appropriate action regardless of consequences), civic (treat others with respect and display selflessness), and social (proper decorum in all professional, social, and online environments) facets of character. "No single program or activity is going to fully develop all facets of character," the USMA Character Program handbook states. "Only when the four programs are synchronized in task and purpose throughout the 47-month experience will cadets be able to 'connect the dots' in their character development."

"The American people and our soldiers expect us to behave honorably and inspirationally all the time...they do not make a distinction between private life and public life, even if we believe that distinction exists."

— LTG Robert L. Caslen Jr. '75
USMA Superintendent

So, what does it look like once the dots are connected? In a word, "internalization." Caslen states, "Honorable living involves the internalization of West Point's and the Army's values, so that if confronted with a potential compromising situation, one would not even have to think about what is correct or incorrect behavior; it is instinctual." He explains this further using what may be called "the coffee analogy": "Imagine you are holding a full cup of coffee, and someone bumps your elbow—the contents are going to automatically spill out whether you wanted them to or not," Caslen says. "Now, instead of coffee, imagine that the liquid is your character, and when you are 'bumped,' which is reacting to a potentially compromising situation, your words and actions will emerge whether you wanted them to or not." His point is that, regardless of what the reaction is when one is tested, that natural reaction will reflect one's true character. Caslen goes on further to say, "The object of honorable living is to have a character that is internalized, that emerges with a reaction that you will be proud of, and one that honors you as a leader as well as our Profession of Arms."

Internalization, however, comes with a caveat in the form of motivation. "When I was a cadet, obeying the Honor Code

followed an attritional model," Caslen says. "An honor violation meant an automatic separation, so my personal motivation for following the Honor Code was based on fear." Instead of being motivated by fear of consequences, Caslen would rather see cadets today aspire to an ethic. "My aspiration toward the ethic increased as I spent more time in the Army and understood the profession," he says. The Army is about people, and its leaders must lead from the front. In other words, as Caslen points out, "You have to live and demonstrate Army values firsthand in order to be an effective leader." He believes this starts with aspiring to an ethic, which is a set of principles that embrace an institution's values, rather than emphasizing a fear of failure approach. "Inspirational motivation will better produce the internalization of values and honorable living we seek," he says. To change the culture at USMA from fear to aspiration, Caslen has supported a willful admission, or self-reporting, process to address honor violations and, consequently, to build trust in the developmental nature of the Cadet Honor System. What he has found is that those who commit an honor violation and successfully complete the Honor Mentorship Program, which includes taking responsibility for their actions, turn out to be the best advocates for honorable living. Caslen says, "Just as a bone is stronger after it is broken and reset, a cadet who makes a mistake in his or her character development, who is held accountable, and who learns from that mistake becomes stronger in character than he or she was before."

With Superintendent Caslen's "Honorable Living and Building Trust" program, West Point's Character Program is becoming stronger too. Other military academies, both foreign and domestic, recognize the strength of West Point's Character Program. Leaders from several of these institutions have visited West Point and queried Caslen on how they can adapt West Point's Character Program to their academies' programs. "The superintendent of the military academy in Beijing has already told my office that he wants the next copy of our Character Development Program handbook whenever we are ready to publish it," Caslen says. With so many schools across the globe looking to West Point for leadership in this area, it is no doubt that Honorable Living and Building Trust will become a legacy for Caslen as much as "Every cadet an athlete" was for MacArthur. ★

WEST POINT'S DEVELOPMENTAL PROGRAM				
Five Facets of Character ▼	Academic	Military	Physical	Character
MORAL	★	★	★	★
CIVIC	★	★	★	★
SOCIAL	★	★	★	★
PERFORMANCE	★	★	★	★
LEADERSHIP	★	★	★	★

Primary ★
Supporting ★

Character

FOCUS ON CHARACTER DEVELOPMENT THROUGH USCC CADET LEADERSHIP

Cadets with leadership roles at the brigade, regiment, battalion and company levels assemble for a training class in the Cadet Character Development Program (CCDP) with Colonel Scott Halstead '91, Director of the William E. Simon Center for the Professional Military Ethic.

Since the cadet leadership serves as facilitators for the 23 discussion classes in the CCDP, Halstead utilized cadet groups in live discussions to demonstrate facilitation techniques. The CCDP curriculum includes five lessons on the Honor System, eight lessons on CASHA (Cadets Against Sexual Harassment and Assault), four on the challenges of leadership (a case-study based curriculum centering on lessons learned by junior leaders in the Army and cadets at West Point), and six lessons that cover the civil, social and moral facets of character.

The Simon Center's mission is to lead and coordinate the planning, synchronization, execution, and assessment of the Character Program ("Gold Book") so that each graduate is a commissioned leader of character.

THE SIX CORE FUNCTIONS OF THE SIMON CENTER ARE:

- 1 Assist in the synchronization and assessment of the Character Development Strategy
- 2 Design and administer the Cadet Character Development Program (CCDP)
- 3 Design and administer MX400: Officership, the Superintendent's capstone course
- 4 Educate, train, and inspire three Cadet committees with a focus on honorable living and building trust
 - Honor Committee
 - Cadets Against Sexual Harassment and Assault (CASHA) Committee
 - Respect Committee
- 5 Integrate and facilitate the functions of the U.S. Corps of Cadets' Sexual Assault Response Coordinator (SARC)
- 6 Integrate and facilitate the functions of the Commandant's Equal Opportunity Advisor



Brigade Respect Captain Alex Laval-Leyva '17 speaks to cadets about the civic facet of character, one of the five facets of character covered in the USMA Character Development program along with moral, civic, social, performance and leadership.



Cadets with brigade, regiment, battalion and company leadership roles attend a Cadet Character Development Program (CCDP) session with faculty from the Simon Center for the Professional Military Ethic.



COL Scott Halstead '91, Director of the Simon Center for the Professional Military Ethic, works with First Class cadet leaders responsible for facilitating character education at all levels of the Corps of Cadets.



The Honor, Respect, and CASHA Committees: *Cadet Committees Focused on Honorable Living and Building Trust*

By **Anthony DiNoto**, WPAOG staff

“Duty, Honor, Country. Those three hallowed words reverently dictate what you ought to be, what you can be, what you will be.” Embedded within those famous words delivered by General Douglas MacArthur, Class of 1903, in his May 1962 address to the Corps of Cadets, is “honor.” The honor ethos, which remains at the center of the very being of the United States Military Academy, creates the foundation on which the Cadet Honor Code stands. While other college codes are more lengthy, West Point’s Honor Code is as succinct as MacArthur’s hallowed words: “A Cadet will not lie, cheat, steal, or tolerate those who do.” Still, much is contained within these 12 words, and, with oversight from the Simon Center for the Professional Military Ethic, the cadets spend their 47-month experience developing their character according to the tenets of the Honor Program, which now includes building a climate of mutual trust at West Point and the fight against sexual assault.

The Honor Committee

The Honor Committee was initially established in 1922 by then Superintendent MacArthur. Today, it is run by a group of elected cadet volunteers, committed to serving the Corps as stewards of the

Honor System. Led by Brigade Honor Captain Cadet Amanda Blanco ’17, the Honor Committee conducts Honor Code violation investigations, oversees hearings, and educates fellow cadets on the standards and requirements of the Honor System. As Honor Captain, Blanco chooses cadets who are models for honorable living to serve as presidents of the Cadet Advisory Board, presents cases to this Board during honor investigative hearings, adjusts educational content regarding the Honor System to meet the needs of the Corps, and makes recommendations to the Commandant on every cadet who has been found to have violated the Honor Code. Blanco believes the Honor Code to be one of the most defining elements of the Academy. “It is what makes us unique, and it is the reason why West Point produces officers of a different caliber and moral compass,” she says. Given the current operational environment, in which today’s Army officers need to be exemplary leaders in difficult and morally complex situations without compromising their integrity, West Point’s Honor Code is as important as ever. No longer perceived by cadets as “out to get them,” as many past cadets have erroneously viewed it, the Honor System, thanks to an increase in education and transparency, has had a positive impact on the Corps, according to Blanco. “Nininger



The Cadet Honor Code is etched in stone at the Honor Plaza, funded by the Class of 1957.

Hall is no longer a scary place for cadets since they now know, via newsletters and company education programs, what we do here,” she says. During her tenure as Brigade Honor Captain, Blanco has seen her classmates take pride and responsibility in upholding the Honor Code, while at the same time internalizing the meaning of honorable living, not only from an academic standpoint but also in their day-to-day activities and future officership.

The Respect Committee

One factor that past cadets never had to consider, a forum that could all too easily lead to honor violations for today’s cadets, is social media; however, at West Point, the power of social media is actually being used in the most respectful manner. A case in point is the Faces of West Point page on Facebook. Featuring stories with uplifting cadet, faculty, or staff testimonials, this popular page, which draws inspiration from the “Humans of New York” website, is administered by Cadet Robert ‘Alex’ Leval-Leyva ’17, the Brigade Respect Captain. “The purpose of the page is to showcase achievements, share cadet stories, and highlight the differences and diversity within the Corps of Cadets and the United States Military Academy leadership team,” says Laval-Leyva. With more than 8,000 followers and posts reaching 45,000-plus people, Laval-Leyva’s messages are being heard. “By sharing these cadet stories, we aim to reduce stereotypes and give definition to who these people are and bring our West Point community together,” he says. As the Brigade Respect Captain, Laval-Leyva’s goals for the Faces of West Point page align with the overall goal of the Respect Program, which is to generate a positive climate of mutual trust among West Point cadets, staff and faculty.

“The Cadet Honor Code makes us unique and produces officers of a different caliber and moral compass.”

— Honor Captain CDT Amanda Blanco ’17

The Respect Program, also overseen by the Simon Center, is modeled after the U.S. Army’s Equal Opportunity program and corresponds directly to the third of the Army’s seven basic values, aiming to train cadets to comply with and internalize the value of respect. “The Respect Program is a revamp of the Professional Military Ethic Program and has been redesigned with a more conversational approach—leading to an increase in cadet participation,” says Laval-Leyva, who claims the revised program has proven to be much more successful. Cadets are now provided information tailored to individual companies, and Laval-Leyva and his staff help clarify how cadets become enrolled in the program, what misbehavior merits enrollment, and how to handle violations at the lowest level without involving the Brigade Tactical Department. Comprised of brigade executive staff, regimental and company representatives, members of the Respect Committee are the facilitators and content providers who instruct and support group discussions on respectful behavior and values. “Character became the fourth pillar of cadet development because the current administration realizes how fundamental it is in a cadet’s career,” says Laval-Leyva. When cadet violations occur,

they receive focused training from a staff or faculty volunteer in a structured, six-month-long developmental program that includes individual coaching, reflective journaling, role model interviews, and an in-depth individual developmental project. “Ultimately, we’re all aiming for the same end state: the inculcation of Army values as our values, because that’s the expectation and ideal for which we should be striving—and what the Army will expect us to implement as leaders,” says Laval-Leyva.

The CASHA Committee

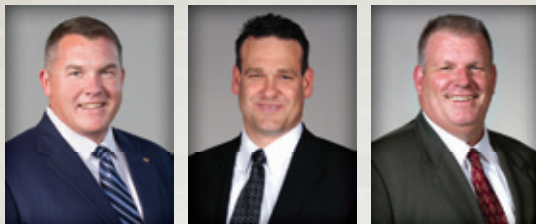
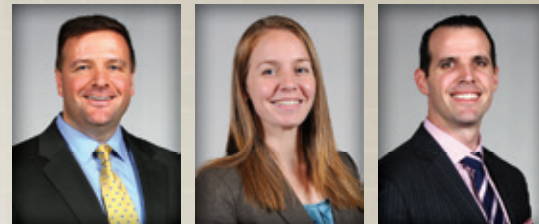
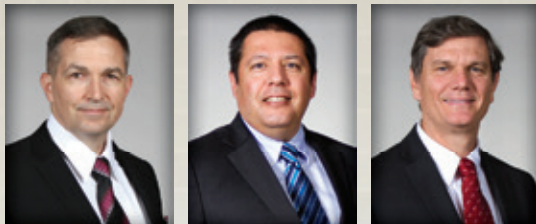
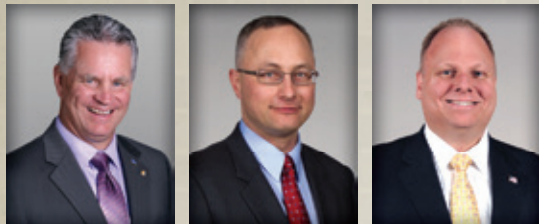
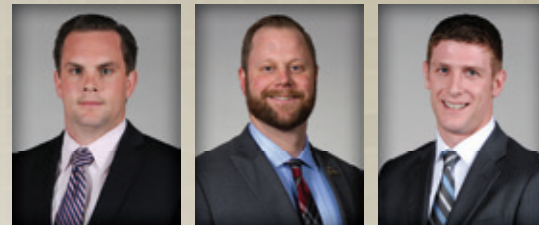
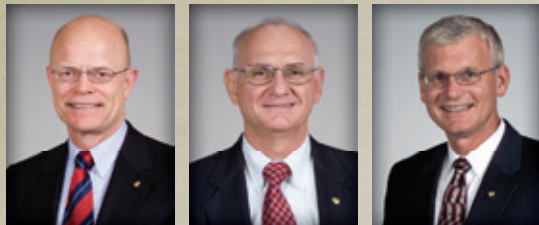
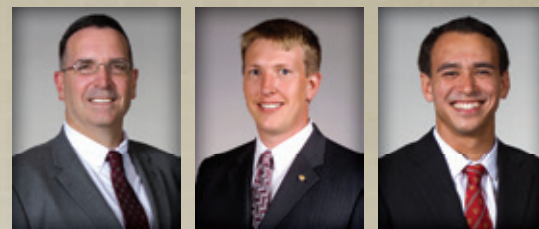
The third cadet committee affecting Character Development is the Cadets Against Sexual Harassment and Assault (CASHA) Program. CASHA implements the Army’s larger Sexual Harassment/Assault Response and Prevention (SHARP) Program into programs at West Point and is led by Brigade Cadet Captain Arden Percoco ’17. Percoco’s role as Brigade CASHA Captain is to advise the First Captain on everything related to sexual harassment, assault and/or sexist behavior within the Corps. She commands a staff consisting of a CASHA Executive Officer and CASHA Education Officer at the Brigade level, who together provide the entire Corps of Cadets with the education, assessment, and resources necessary to prevent sexual harassment/assault and sexist behavior. As a CASHA representative during her cow year, Percoco understood how to make the program successful at the company level and contributed many ideas on how the overall program could be improved. Furthermore, she understood that changing West Point’s culture in order to prevent sexual harassment and assault must begin at the grassroots level. This led to the implementation of programs that involve the entire Corps of Cadets. Each semester, cadets attend a CASHA discussion on topics regarding healthy relationships, alcohol use, and gender issues, and have access to subject matter experts they can turn to for advice. Overall, the CASHA program provides cadets with the education and resources needed to foster a respectful climate.

Nested within the CASHA program is the It’s On Us (IOU) initiative—a nationwide campaign with top athletes and celebrities serving as spokespeople in the fight against sexual assault. While the IOU program was being implemented in universities and institutions across the country, West Point already had its own IOU campaign manifested in the CASHA Program. Cadet Jackie Parker ’18, the IOU chapter head for West Point, visited civilian colleges all over the nation, as well as the other service academies, to see how the program was being implemented. What she found was that West Point was ahead of the game, having the funding and support systems to educate cadets and assist victims of sexual assault. At West Point, IOU is incorporated into CASHA in order to create awareness on campus. To enhance visibility, the IOU initiative is marked each year at an Army West Point home football game, where cadets don IOU T-shirts, thanks to funding from the West Point Association of Graduates.

The Honor, Respect, and CASHA Programs are vital to the 47 months of character development each cadet experiences living according to West Point’s Honor Code. Cadets understand the importance of such programs, embracing the movements and establishing a proactive culture as Percoco describes. “The name It’s On Us is fitting because without cadets actively working to change the culture, both the command teams and CASHA committee would fail at their mission of creating a respectful environment free of sexual harassment/assault and sexist behavior,” she says. As for West Point cadets, it really is on them to shape the culture in which they work and live. The chain of command can’t always be present to ensure cadets act honorably and treat others with respect. To that point, policy is only as good as the individual who practices it, thus it comes down to the individual to act honorably and respectfully whether it be in the barracks, in the classroom, at social events, or online—acting on behalf of the scholar, the athlete, the cadet, the West Point Graduate. ★

Cadets wear “It’s On Us” (IOU) T-shirts at an Army West Point home football game marking the CASHA initiative against sexual assault.





Ready for your next leadership challenge?

Almost 70 percent of First Command's nearly 500 Financial Advisors served in the military. Thirty-three are West Point graduates. They accepted the challenge of building their own business because they relished the idea of making a lasting difference in the lives of military families.

**Learn more and get your next career squared away
by visiting www.wehireleaders.com.**



©2016 First Command Financial Services, Inc. parent of First Command Financial Planning, Inc. (Member SIPC, FINRA), First Command Advisory Services, Inc., First Command Insurance Services, Inc. and First Command Bank. Securities and brokerage services are offered by First Command Financial Planning, Inc., a broker-dealer. Financial planning and investment advisory services are offered by First Command Advisory Services, Inc., an investment adviser. First Command Financial Services, Inc. and its related entities are not affiliated or endorsed by the U.S. government or U.S. armed forces.



★ ★ ★ Academic

★ ★ ★ Military

★ ★ ★ Physical

★ ★ ★ Character

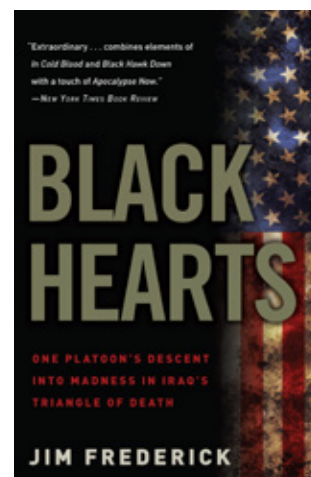
Integrating the Four Pillars with MX400: Officership, the Superintendent's Capstone Course

By **Kim McDermott '87**, WPAOG staff and **COL (R) Jeffrey Peterson '87, PhD**

Since 2008, every First Class cadet has taken the Superintendent's capstone leadership course called Officership (MX400). MX400 is designed to complete a cadet's transition from a cadet identity to an officer identity. What originated as a 2.0 credit hour professional seminar will become a 3.0 credit course in the Academic Program starting with the Class of 2019. As an integrative course, MX400 draws upon instruction from all four developmental pillars (academic, military, physical, character). As an interdisciplinary course, MX400 requires cadets to apply learning from other courses across the core curriculum to solve complex problems they will likely face as graduates. In addition to the integrative and interdisciplinary approach, MX400 introduces cadets to Army doctrine for the Army Profession and Mission Command.

MX400 is the brainchild of General Frederick Franks '59 (Retired), who holds the Class of 1966 Chair for the Professional Military Ethic (an endowed faculty chair). In 2005, he proposed a prototype of MX400 modeled after a Battle Command elective he was teaching to First Class cadets. His idea became reality in 2008 when MX400 became a graduation requirement in the Military Program. The impetus for the idea was to create an opportunity for cadets to reflect upon their West Point experience and how that experience prepared them for the rigors of officership. Since its introduction in 2008, MX400's vision has been to develop in each cadet a self-concept of officership. To meet that vision as well as the standards of an Academy core curriculum course, over time the course has evolved into an academically rigorous study of officership.

Brigade Tactical Officer COL Brian J. Reed '89 teaches a section of MX400: Officership, the Superintendent's integrative capstone course now required of all First Class cadets. This class met in the COL "Red" Reeder '26 Memorial Room in Washington Hall, where mementos of Reeder's career provide context of the Officership traditions of the Long Gray Line.



MX400 brings the challenges of officership to life by using Jim Frederick's 2010 nonfiction book *Black Hearts: One Platoon's Descent into Madness in Iraq's Triangle of Death* as a semester-long case study. *Black Hearts* is a gut-wrenching account of the consequences of poor officership. Through studying this dramatic historical account, cadets are able to imagine themselves facing similar leadership challenges in today's operating environment. Although its use has been somewhat controversial, *Black Hearts* has proven to be an eye-opener to many cadets about the importance and gravity of their upcoming responsibilities.

MX400 requires cadets to practice interdisciplinary problem solving with an integrative challenge. Teams of four are presented with several ambiguous leadership scenarios based on *Black Hearts*. The cadet teams must develop a written and oral response that requires creative problem solving, critical thinking, and application of material learned in other classes and programs. For example, a single scenario can draw upon leadership theory (Academic Program), soldier health and fitness (Physical Program), tactical expertise (Military Program), and ethical decision making (Character Program). Cadets negotiate problem solving both as teams and individuals, challenging themselves and others through a purposeful, structured reflective exercise—while drawing from all they've learned during their 47-month experience.

Lieutenant Colonel Charlie Faint from the Simon Center for the Professional Military Ethic (SCPME) is the MX400 course director, responsible for MX400 planning and implementation. Colonel Scott Halstead '91 (SCPME Director), Lieutenant Colonel Dan Gade '97 (Deputy MX400 Course Director), Lieutenant Colonel Dave Jones '85 (Retired) (Hottell Chair for Character Development) and Colonel Jeff Peterson '87 (Retired) (Class of 1969 Chair for the Study of Officership) also teach sections of MX400 as their only teaching requirement. The rest of the MX400 faculty are volunteers from other academic departments and the United States Corps of Cadets staff. Without these volunteers, who teach MX400 in addition to their normal teaching and workload, MX400 could not be taught to every First Class cadet. There is a conscious effort to teach in pairs, providing more than one perspective, as well as ensuring that the volunteer coverage works out.

Using volunteer faculty has been a policy decision with pros and cons. The two primary benefits are that the faculty want to teach, and they can provide a broad perspective to the instruction—pulling from their respective disciplines. A major challenge relates to faculty recruiting and development. Of course, there is a finite amount of time available for any faculty member, and when there are time constraints, MX400 can suffer. Without adequate preparation time, there is the potential for volunteer faculty to revert back to “Platoon Leader 101” at the expense of the true study of officership in a manner that justifies inclusion in the Academic Program. Peterson believes that the course may remain at a plateau until faculty are designated who teach MX400 as their primary teaching responsibility.

As part of the interdisciplinary nature of MX400, Dr. Peterson supports workshops for the instructors teaching courses in the same threads as MX400. Threads are core courses grouped together because the course contents contribute to a comprehensive

understanding of a subject germane to developing leaders of character. A few examples are: Culture/Region, Gender/Sexuality/Respect (GSR), and Military Profession.

Dr. Greta Bucher (Department of History) says a recent GSR workshop provided a forum for the instructors to “hear what the other courses in the thread do with regards to GSR and discuss the concepts in small groups to gain insight into the different disciplinary approaches and perspectives.” She adds, “MX400 can leverage the different disciplinary perspectives on GSR that have been a part of the cadets' education over their first three years and help them to understand how these concepts apply to their real-life situation as officers.” She also hopes that the forum will “inspire an ongoing cross-disciplinary discussion among instructors that will broaden their understanding of GSR with respect both to teaching and scholarship.”



Cadets in MX400 practice administering the Oath of Office.

To prepare for the transition to a core course, the Academy is already treating MX400 as a bonafide academic course (including assessment/evaluation). The integrative nature of the program is in keeping with broader interdisciplinary trends in higher education. And ultimately, when all the pieces come together, cadet performance in MX400 may become an effective indicator of success for the overarching Academic Program Goal of the new curriculum: Graduates integrate knowledge and skills from a variety of disciplines to anticipate and respond appropriately to opportunities and challenges in a changing world. ★

MX400 is an opportunity for cadets to reflect upon their West Point experience and how that experience prepared them for the rigors of officership.



Character

General Franks' Farewell Message to the Corps: *Fulfill Trust*

By **Michelle Eberhart**, USMA Public Affairs

After graduating from the U.S. Military Academy in 1959, General Frederick M. Franks '59 (Retired) served the U.S. Army for 35 and a half years. Since 1999, he has been the Class of 1966 Chair and Visiting Scholar of the Simon Center for the Professional Military Ethic (SCPME). On November 1, 2016, Franks' 80th birthday, his career came full circle as he bid a soldier's farewell to the Corps.

"General Fred Franks has done more to advance the Army profession than anyone I know," Superintendent Lieutenant General Robert L. Caslen Jr. '75 said during Franks' farewell dinner. "His drive, his commitment to excellence, and his passion for our Army has never faltered. He is, above all, a soldier."



"After retiring as a four-star general, he could have gone on to make millions of dollars in the private sector, or just take it easy, play a little golf, and enjoy retired life," Caslen suggested. "Instead, he committed his post active-duty life toward contributing to the profession and mentoring future leaders."

Throughout his speech, Franks addressed the Corps about their future as Army officers, advising them that fulfilling trust with their soldiers is one of the most crucial things an officer can do.

Franks strongly believes that "to lead is to serve," and after retirement he continued to serve as a leader. He has treasured his time as a visiting chair for SCPME, noting that he was gratified to give back to his alma mater, which had given him so much. In fact, when he was teaching "Battle Command," the course that would eventually evolve into MX400, now the Superintendent's Capstone Course on Officership, he would travel to West Point from Virginia or Florida an average of two or three times a month. "I was thrilled at the opportunity to do my part, within the Academy team, to see to it we did everything possible to help cadets transform to be officers and fulfill the trust of the American people," Franks said.

As he steps down from his position, Franks feels assured about the state of the Corps and the Army going forward. He told the Corps during his speech, "Sometime after graduation and commissioning, and I cannot predict when, our nation will look to you to accomplish a mission of extreme difficulty and importance, and one that only you and your soldiers can do. You will fulfill that special trust. I know you will." ★

Read the full text of General Franks' remarks at

WestPointAOG.org/fulfilltrust

"General Fred Franks has done more to advance the Army profession than anyone I know....His drive, his commitment to excellence, and his passion for our Army has never faltered. He is, above all, a soldier."

— LTG Robert L. Caslen Jr. '75, USMA Superintendent




A retirement community serving retired officers and spouses of all U.S. military branches.

www.armyresidence.org (800) 725-0083



**OFFICIAL SUPPLIER OF
UNITED STATES MILITARY ACADEMY
FOR THE FOLLOWING CLASSES**

1943	1961	1982
1944	1962	1984
1945	1963	1985
1946	1964	1986
1947	1965	1988
1948	1966	1999
1950	1968	2003
1951	1969	2004
1952	1970	2005
1953	1971	2006
1954	1975	2010
1955	1976	2011
1956	1977	2012
1958	1979	2013
1960	1981	2014



Balfour can replace Class Rings, miniatures, and wedding bands for the above listed back dated classes. Contact Jayne Roland at Balfour.

**PHONE: 201-262-8800
OR
EMAIL: BALFOURNA@OPTONLINE.NET**

©Balfour 1970-2015, all rights reserved. 24842 1115

The Daughters of the Cincinnati
proudly award
College Scholarships to Officers' Daughters
Apply for the \$20,000 awards before March 15

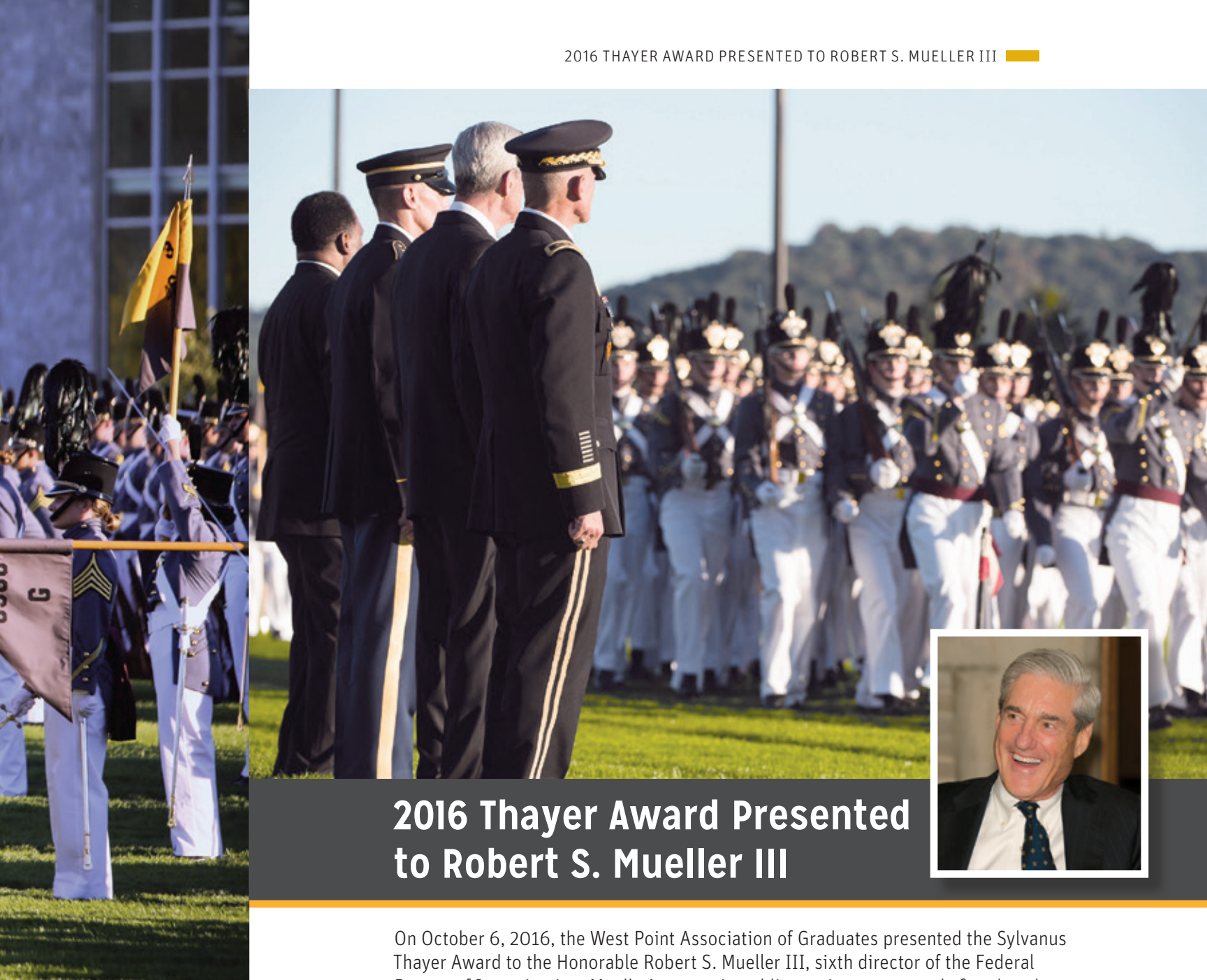
- Scholarships are spread over four years and paid to the college or university of the applicant's choice
- Selection is based on both merit and financial need
- Applicants must be daughters of career commissioned officers in the United States armed services
- Application and instructions can be found at www.daughters1894.org




Founded in 1894 by descendants of George Washington's officers, the Daughters of the Cincinnati has helped to fund the undergraduate educations of outstanding young women for over one hundred years.

A 501 (c) (3) non-profit organization





2016 Thayer Award Presented to Robert S. Mueller III



On October 6, 2016, the West Point Association of Graduates presented the Sylvanus Thayer Award to the Honorable Robert S. Mueller III, sixth director of the Federal Bureau of Investigation. Mueller's career in public service spans nearly five decades, beginning in Vietnam as a Marine officer leading a rifle platoon, then serving as a litigator, U.S. Attorney, and the Acting Deputy Attorney General for the Department of Justice. Finally, he was sworn in as Director of the FBI just one week before the terrorist attacks of 9/11. He led the FBI during one of the most critical periods in U.S. history, transforming the Bureau from a traditional law enforcement agency into a threat-driven, intelligence-led national security organization that "balanced the security needs of the nation with the civil liberties of its people." During the day, Mueller met with small groups of cadets and was honored with a parade. At dinner in Washington Hall, Mueller addressed the Corps of Cadets, sharing leadership lessons from his career in public service to help them as they embark on their own careers as public servants.

Since 1958, the West Point Association of Graduates has presented the Sylvanus Thayer Award to an outstanding citizen of the United States, other than a West Point graduate, whose service and accomplishments in the national interest exemplify personal devotion to the ideals expressed in the West Point motto: Duty, Honor, Country. ★

CROSS COUNTRY



A Sport Where “Everything Matters”

By Kim McDermott '87, WPAOG staff

Mike Smith, as the Director of Track and Field & Cross Country, leads one of Army West Point's year-round combined programs (separate men's and women's teams with one head coach). When asked if coaching both men and women is difficult, he says, “It's not without challenges for sure, but it's just part of the job.” He is quick to add that it makes sense for a lot of reasons, such as logistics and resources. There is also the fact that it's the only thing he's ever known. Director of Athletics Boo Corrigan acknowledged Smith's “proven track record as a superior recruiter, coach and mentor” when Smith came to West Point after more than 20 years working with the program at Kansas State University.

Smith arrived at West Point at the beginning of the 2014 season to find a program in transition. The teams had been without a head coach since earlier in the year, and Smith's initial evaluation was that neither the men nor the women were fulfilling their potential. Not so much in talent or effort, but in attitude. He sensed that there was an underlying focus among the cadet athletes on why they “could not” do things as opposed to why they “could.” Whether it was self-doubt or complacency, Smith arrived just in time to provide a compass for the cadets and provide the appropriate guidance to start turning things around. His main thought was “we should be as competitive athletically as we strive to be in everything else.”

In that first season, team member Drew Beck '16 wrote a post for the team blog titled “Everything Matters.” He told a story about a practice during Smith's first week. “As we arrive at the trailhead, training partners find each other and stumble into a steady pace along the dirt path. This is Coach Smith's first week as the head coach of the team, and, a solid runner in his own right, he runs alongside the men for the first few miles getting to know each of us and discussing training philosophies. He then asks me the seemingly riddle-like question, ‘If anything could matter [in a running training program], what does?’ The answer: everything.” From the beginning, it was clear that Smith was going to have high expectations of his teams.

Fortunately, Smith knew the teams could meet or exceed his expectations, because West Point is a community where striving for excellence in everything is the rule, not the exception. He realized that cadets are “wired to meet challenges when they come here.” By and large, cadets understand “no excuse” and so they will thrive in an environment where the coaches (or any leadership) will not tolerate a “woe is me” attitude.

When Smith knew he was coming to West Point, he needed to immediately start searching for the right assistant coaches. He listed the most important qualities he was looking for: “Youth. Energy. Work ethic. Adaptability. Loyalty.” He didn't want or need a lot of experience; rather, he wanted coachable coaches. “We

operate in a unique environment here at the Academy, and I wanted to find people who would fit into the character mold of this institution,” he said. In July 2015, Smith announced the hiring of Boglarka Davies (Kansas State University '13) and Jacob McDougle (University of New Hampshire '12). He has been pleased with their work and has a great deal of confidence in their decision-making and loyalty.



Cadets Christopher Landin '20 (left) and Alex Tosi '20 (center).

Davies, a native of Veszprém, Hungary, is a two-time All-American, Big 12 Champion, and K-State record holder. She spent two years working with the K-State program, as a volunteer and then as a staff assistant. Smith knew Davies personally from coaching and working with her at K-State. All he had to do was convince her to leave her alma mater to join the program at West Point. Of Davies, Smith said, “She knows what it takes to reach the highest levels of our sport and will do a great job of mentoring our young men and women as they pursue excellence here.”

McDougle is a nine-time America East Conference scorer and spent four years at Nebraska, as a volunteer coach and then recruiting assistant. Unlike Davies, he was not someone that Smith knew personally. But Smith was willing to take a chance on him, based on what he knew about him from his colleagues at Nebraska. McDougle had no resume, but a great reputation. Smith said, “His organizational skills, his desire to learn and his work ethic became

Previous page: Cadets Robbie Santoyo '20 (left) and Kajol Maheshwari '20 (right) compete in the Iona Meet of Champions.

evident as I recruited him to join us, and I am confident that he will make a difference in our program.”

Smith got to work immediately, identifying recruiting as the top priority—to start building for the future of the program. As such, the first task was to focus on the Class of 2020, a class that finally arrived in the summer of 2016. While aiming to improve the talent and depth of both teams, he understood that making these changes could lead to attrition, but he is quick to add, “Those who stay will be champions.” For example, in that first recruiting class there were 10 new plebes on each of the men’s and women’s teams this fall, and six of the top seven on the women’s team ended up being freshmen. While a young team leaves potential for inconsistencies, the coaches must continue to build the roster, develop the runners, raise the bar, and train to meet that bar—so it can be raised higher.

In addition to assembling his first recruiting class, Smith also set himself to the task of coaching the returning Cross Country teams. As Smith began to implement his way of doing things, he kept in mind that he needed to earn trust and respect. He had to build a consensus among his charges in order to help everyone realize the need to adapt to change. Otherwise, he says, “you run the risk of repeating history.” And with support from alumni, the administration, and the cadet athletes—Smith and his staff are working to set up the future of the team.

There are some fundamentals that Smith feels are important in developing excellence in Cross Country. First is the process, which is a lot about balancing time management, passion, perseverance, work ethic, and determination. Smith acknowledges this is a

challenge at West Point because, “We’re at a place where the coaches can’t always control everything.” Excellence also involves being open to change, as you “can’t keep doing the same things that you did in the past that didn’t work and expect new results in the future.” Physiological changes take time, and Smith says, “The process in our sport is so important because it takes a long time to build strength and stamina and that is what sets you up for the future. We are always working today to get ahead two to three years down the road. It’s not that we can’t be good in the near term, it’s that we have to focus on today first in order to make outcomes happen tomorrow and beyond.”

The coaching staff spends a lot of time programming individual training to make each cadet better and getting the most out of each runner. Smith says that in a team sport that relies on individual results, “Enhancing oneself allows you to give your best to the team.” So, for the team, the coaches need to create an environment that raises everyone’s competitive level. For the individual cadets, the coaches need to know what buttons to push to make cadets “comfortable being uncomfortable, which leads to high achievers.” He adds, “It shouldn’t be a surprise that it hurts to push your body to new limits.”

Smith says, “I think we have the foundation together now on both teams for a very competitive program. We have a good group of young men and women who, if we train them properly and keep them motivated, should lead us to a very bright future. As they mature and develop, they will be far more competitive.” ★



Army West Point Women’s Cross Country team, led by Cadet Bethany Nunnery ’20, at the start of the Iona Meet of Champions.



HERFF JONES, LLC

UNITED STATES MILITARY ACADEMY BACK-DATED RINGS & JEWELRY

*If you didn't purchase a Miniature ring
or Class Jewelry for graduation,
or if your class ring has been lost or damaged,
or if you're looking for a special gift . . .*



HERFF JONES can provide you with a new ring
and class jewelry for the following graduation classes:

CLASS RINGS
Male Ring,
Female Ring,
Miniature Ring
& Wedding Bands

1954
1957
1959
1967

1974
1978
1980
1983

1987
1990
1991
1992
1993

1994
1998
2001
2002
2008

CLASS JEWELRY
Pendants,
Tie Tacs,
Ring Base Charms
& Cuff Links



We are your Official Supplier!

Contact Ryan Tanner
800-451-3304, ext. 401238
rptanner@herffjones.com

Join Our Leadership Training Franchise!



Turn your military leadership
experience into a profitable business

- Proven Model
- A \$25 Billion Industry
- Low Franchise Fees
- Training & Support
- Only Thing Missing Is You



QUALIFIED CANDIDATES ARE:

Passionate About Leadership | Business Leaders with Military Experience | Goal-Oriented Entrepreneurs



ACADEMY LEADERSHIP
Developing Leaders Who Deliver Results

To learn more about this exciting
opportunity, call now or visit us
online today!



844-875-9729
leadershipfranchiseusa.com

WPAOG News

WPAOG Wins CASE Fundraising Excellence Awards for 4th Year in a Row

For the fourth consecutive year, WPAOG has won two educational fundraising awards for excellence from the Council for Advancement and Support of Education (CASE): *Overall Performance* and *Sustained Excellence in Fundraising*. WPAOG is the only organization supporting a public liberal arts institution to receive the *Overall Performance* Award. CASE is one of the world's largest nonprofit educational associations, and includes more than 3,670 colleges and universities, primary and secondary independent and international schools, and nonprofit organizations in more than 82 countries around the globe. These awards reflect the professionalism and commitment of WPAOG staff, as well as the dedication of the alumni, family and friends who support West Point and the Long Gray Line.



COUNCIL FOR ADVANCEMENT
AND SUPPORT OF EDUCATION®

2016 WPAOG Election Results

At the WPAOG Annual Meeting on November 22, 2017, the following members were elected to positions on the Board of Directors and the Advisory Council. They will serve their terms from January 1, 2017 until December 31, 2019.

Directors:

Herman E. Bulls '78
Archie Elam '76
John M. Robb '91
Clyde A. Selleck III '77
Stanley J. Shipley '73
Jeffrey A. Sorenson '73

Advisors at Large:

Brandon J. Archuleta '06
Keirn C. Brown '69
Carl P. Cecil '73
Rosanne F. Hidalgo-Ott '88
Mark W. House '80
James S. Pappafotis '78



William D. Mounger '48 West Point Writing Center Dedicated



The William D. Mounger '48 West Point Writing Center in Jefferson Hall was formally dedicated on October 26, 2016. The Mounger Writing Center (MWC) provides support for all Cadets working on writing and communications projects for any academic course, personal interest, or professional opportunity. MWC services are designed to help all writers express themselves more clearly, forcefully, and effectively. The Academy has renamed the center in recognition of Mr. Mounger's enduring commitment to Cadet education, specifically his significant support to the Department of English and Philosophy.



Draper Special Collections Dedicated at West Point Library

The USMA Library dedicated two new special collections on October 28, 2016: The Stephen E. Draper Collection on Water Scarcity and National Security and The Lucy H. Draper Collections on Women at West Point and "Women Warriors." The collections are a gift from Dr. Stephen E. Draper '64 and his wife Lucy Hargrett Draper. In addition, the Drapers have established The Stephen E. Draper Library Endowment for Historical Research to provide materials emphasizing the lessons of history and their importance to future response to national security challenges.



Thank You, West Point Families, for Your Amazing Commitment

During the Army vs North Texas football game on October 22, 2016, Kim Vander Yacht P'17, Dan Wilsford P'18, Mark Nunn P'19 and Wendy Warns P'20 represented West Point Parents in presenting a check for \$2,400,000 to Todd Browne '85, President

and CEO of the West Point Association of Graduates, and LTG Robert Caslen Jr. '75, Superintendent of the U.S. Military Academy. This outstanding gift from the West Point parents will support Margin of Excellence programs, which allow all cadets to reach their

highest potential. Additionally, the West Point Parents Club of Greater Houston presented a check for \$2,000 to WPAOG to support Cadet Activities. Thank you to all parents and families of cadets for your tremendous support!



Branch Night: Class of 1967 gives “First Brass” to USMA 2017

On November 17, 2016, First Class cadets received their branch assignments and their first branch insignia pins from their 50-Year Affiliation Class of 1967. MG(R) Mark Hamilton '67 was the guest speaker, and several USMA '67 grads attended. The chart below shows the breakdown of branch assignments.

BRANCH	MEN	WOMEN
Air Defense Artillery	40	6
Armor	73	4
Aviation	83	12
Engineering	91	24
Field Artillery	114	14
Infantry	201	4
Adjutant General	8	16
Chemical	9	3
Cyber	14	1
Finance	7	1
Military Intelligence	46	21
Military Police	9	10
Medical Services	13	7
Ordnance	30	6
Quartermaster	14	10
Signal Corps	41	5
Transportation	17	10





WPAOG News

Subscribe to WPAOG Daily Newsfeeds to Get All the West Point News Delivered Right to You

There's so much great news about West Point and the Long Gray Line that we can't include every story in *West Point*. Now you can make sure you never miss a story. A digest of all the news posted on WPAOG's website can be delivered directly to your email inbox. Just visit the news page you are interested in at WestPointAOG.org/news and subscribe. The link is right at the top of each page. Grad News is all about the Long Gray Line, and Cadet News highlights the Corps and the Academy.

Keep in Touch with Class Notes Online

We know a lot of classes use email or social media to stay in touch, but WPAOG's online West Point Class Notes is the only place where you can share information with grads across all classes. So get those stories to your scribes: chance encounters, special celebrations, mini-reunions, grandchildren, etc.! We'll post and archive them for everyone to enjoy. Login is required, and you will have access to see every class. Scribes can send us updates at any time – no deadlines. If it's been a while since your last update, request our guidelines – we're here to help!

Announcement of WPAOG Annual Meeting

The Annual Meeting of the membership of the West Point Association of Graduates shall take place on Tuesday, November 21, 2017 at 5:00pm Eastern Time at the Herbert Alumni Center, West Point, New York. At the Annual Meeting, the 2017 election of members of the Board of Directors and at-large members of the Advisory Council shall take place. Information on the nomination process for Director and Advisor-at-Large positions is published at WestPointAOG.org/nominationpolicy.



The Strength of Diversity and Inclusion: **ACHIEVING HIGH PERFORMANCE**

March 21-23, 2017 | West Point, NY

*Including the historic opening of the new cadet barracks named
in honor of General Benjamin O. Davis Jr. '36*

Register online at WestPointAOG.org/DiversityConference



RD=FC*

Read how one cadet has distilled her West Point experiences into a determination to develop and refine her sense of purpose as a character guidepost.

The Value of Purpose

By CDT Megan Bryn '18, Guest Writer

As I reflect upon and synthesize the wide array of experiences, challenges, and learning lessons that define my cadet career at West Point, one particularly important insight comes to the forefront of my mind. I did not learn this lesson from a singular moment, event, class, or person. Rather, it is a virtue I've observed, begun to understand, and grown to admire in every leader I both desire to follow and strive to emulate. Through observation, internalization, and reflection along my own journey, I've focused on developing and refining this leadership quality within myself.

It is the why that inspires commitment and dedication to a cause, produces passion behind every action, reinforces strong character in the face of temptation, builds resilience through adversity, offers perspective to uphold optimism and remember what is most important, and fosters gratitude in every moment. It is the virtue of purpose.

In any profession or walk of life, purpose plays a key role. In the Profession of Arms, however, the impact of purpose on the individual soldier, unit, and broader team is exponentially greater. Thus, as future, current, and past members of the military, this virtue likely holds a different meaning to us than it does to others. At its most basic, foundational level, purpose drives our decisions by motivating us to act in accordance with basic human desires and intuitions such as the necessity to survive, the need to connect with those around us, and the desire to prosper. At a deeper level, purpose provides the reason behind a task, sheds light upon a leader's intent, and offers insight into the true justification for a decision. But at its deepest level, purpose has a transcendent nature; it is a potent force that gives us both the capacity and will to overcome the challenges we face, and enables us to truly maximize our individual and collective potentials.

First, purpose inspires unconditional commitment and dedication to a cause. Each of us volunteered to take on great responsibility, and we must expect of ourselves and one another constant embodiment of the values of the profession, willingness to sacrifice, and selflessness that render the cause we serve more important than ourselves. Unwavering, we must be determined to fulfill our duty with both diligence and honor.

Secondly, purpose produces passion behind every action. Passion is a contagious energy that can break down barriers and

give us the strength to conquer darkness no matter how vast. It can transform into compassion, one of its most compelling forms, which arouses empathy and builds the bonds of trust. Its flames are fueled by memories of the past, attention to the present, and investment in the future.

Purpose also fortifies character in the face of temptation. When the comfort of the "easier wrong" begs for our submission, purpose arouses itself as a loyal auxiliary to character. It encourages the discipline to stay on course. Continually and repeatedly referring back to our purpose when tested as leaders instills in us, and those we lead and serve beside, habits of mind and heart that enable character to triumph.

Another important aspect of purpose is how it offers perspective to uphold optimism and remember what is most important. When caught up in the exhausting grind, wallowing in self-pity and dejection, or frustrated by a given set of circumstances that seem out of our control, purpose remains engrained in our minds as a brilliant reminder of why we must persist without exception. It is the vision of what we are fighting for, and helps to reinvigorate our souls and open our eyes once again.

Lastly, purpose fosters gratitude in every moment. By holding this faith close to our hearts, we preserve an appreciation of the relationships, opportunities, and gifts we've been given, but also maintain a hope, belief, and confidence in the future. Purpose gives us the prudence to harmonize our dispositions with a thankful and humble spirit and a hunger for improvement and further development.

The importance of purpose is therefore the most meaningful lesson I've learned at West Point. It is something that each of my mentors and role models have embodied, and it is, in my eyes, one of the greatest differentiators between good and great leaders. Much of our effectiveness as leaders rides on our ability to articulate and reinforce—through example, direction, empowerment, inspiration, stimulation, and care—a purpose and vision that resonates with those whom we have the privilege to lead. The power of this virtue shines through its presence and prominence in every experience and relationship I've been blessed with at this institution. I know that continuing to cultivate, clarify, and adjust my own purpose will enable me to use my strengths, talents, and passions to best contribute to this country and world even beyond my military career.

*According to *Bugle Notes*: "RD=FC 'Rough Draft Equals Final Copy.' The art of completing a paper or project in one sitting."



West Point Authors Bookshelf

A West Point magazine supplement featuring books by West Point graduates and faculty.



The Supe

A Novel of West Point

John Vermillion '70

A Marine takes charge of West Point—and the Nation shakes.

Washington elites have bent West Point under political pressure to reflect the softness and corruptness of the overall culture. Now comes Marine General Simon Pack—a combination Chesty Puller and George Patton—with different ideas about how West Point should work. Former Army football standout Pack retired from the USMC disturbed at the rise of careerism. Coaxed from retirement, Pack fights everyone—including the President himself—and every element of PC madness obstructing his mission to produce battle leaders.

Available at Amazon and Kindle.com



Family Inc.

Douglas P. McCormick '91

In *Family Inc.*, Douglas P. McCormick empowers readers to take control of their family's financial security with the confidence and strategic insight of a corporate Chief Financial Officer. The book teaches readers how to become the CFO of their family, apply the time-tested principles of corporate finance to the family's finances, and plan, monitor, and forecast their family's financial future with customizable tools available at familyinc.com. McCormick is a former active duty Army officer, and while he wrote the book for everyone, it can be a particularly valuable tool for our service members, who will face unique challenges on their journey to financial independence.

Available at familyinc.com

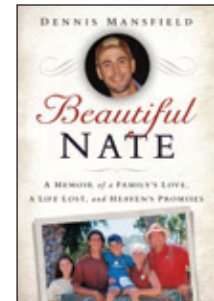


The Weekend Warriors

James W. Burke Jr. '73

In the mid 1980s, the United States continues its post-Vietnam withdrawal from the world stage, causing turmoil and indecision in Western Europe. The Soviet Union sees an opportunity. A violent, overwhelming surprise offensive would overcome NATO's defenses and force NATO to accept Soviet terms. To meet this threat and support its allies, the United States is forced to mobilize large numbers of Reservists and National Guard troops. These men and women, who expected to serve only support roles, must stand in the battle line alongside their active duty counterparts to defeat the Soviet onslaught and repel the invaders.

Available at
weekendwarriors1987.com

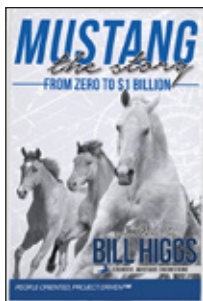


Beautiful Nate

Dennis Mansfield, ex-'78

Beautiful Nate offers valuable insights into what went wrong in a dedicated and faith-filled family, and how things might have gone differently—giving parents direction for raising their own children in a troubled world. Exploring the differences between fear-based parenting, child-centered parenting, and healthy intentional parenting, author Dennis Mansfield shares hard-earned wisdom and powerful ideas on what children need. Whether you're in the midst of parenting small children or have experienced the heartbreak of a child gone astray, you'll find guidance and hope for your journey in this poignant, real-life story.

Available at BeautifulNate.com



Mustang the Story

From Zero to \$1 Billion

William (Bill) Higgs '74

Mustang the Story: From Zero to \$1 Billion, written by distinguished graduate Bill Higgs (USMA 1974), follows three men on a mission to create an engineering firm in a struggling Houston economy in mid-1987. Feel their passion to succeed, learn from their mistakes, and discover what it truly means to be a "Mustanger." Recognized in their industry as *"The Kings of Culture,"* the founders share what they've learned over their first twelve years of leadership. They want to inspire others to apply the simple principles that catapulted Mustang to more than 6,500 employees in the highly competitive offshore energy industry.

Available at mustangthestory.com



Spirit Mission

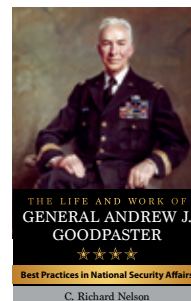
Ted Russ '91

From West Point graduate Ted Russ, a novel of loyalty, duty and honor as one officer leads an illegal final mission deep into ISIS-held territory to honor the bonds forged 25 years earlier at West Point.

"A wonderful book on West Point. Spirit Mission does a marvelous job of illuminating the humor, stress, and dilemmas of cadet life. It is a story of war and character, duty and honor, and stealing the Navy goat."

—General (Retired) Wesley K. Clark '66

Available at SpiritMission.net or wherever books are sold



The Life & Work of General Andrew J. Goodpaster

C. Richard Nelson '60

This biography shows the importance of experienced soldier-scholars with high integrity on national security teams and provides the first systematic mining of Goodpaster documents on national security. It demonstrates how Goodpaster adapted best practices to a constantly changing political, military, economic and technological environment. It also explains why he was frequently selected as an insider in national security decision making. His life and work reveal how best to approach complex national security problems and the kind of collaborative leadership needed to get the job done. His method confirms General Scowcroft's view that Goodpaster is "too important to ignore."

Available at Amazon and Rowman & Littlefield online

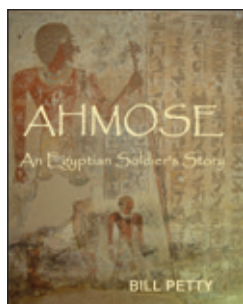


Conclave

Tom Davis '72

As the Cold War looms over Europe in 1978, Pope John Paul I dies after a month in office. Half a world away, Major Carter Caldwell, USMA '68, on loan from the SOSH Department to the National Security Council, views the coming papal election as a chance to diminish Moscow's hold on Eastern Europe. Dispatched to Rome with a CIA analyst, Carter and Katherine O'Connor become involved in a deadly struggle with KGB agents. Gunfights, chases, assassination attempts, and palace intrigue await them. History buffs and action enthusiasts will be caught in the growing suspense as the conclave reaches its exciting conclusion. For more, visit tomdavisauthor.com

Available at amazon.com



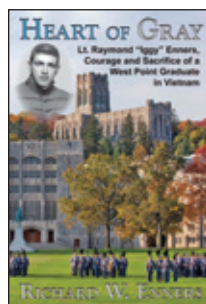
Ahmose

An Egyptian Soldier's Story

Bill Petty '62

Thirty-five hundred years ago an Egyptian soldier named Ahmose inscribed the major events of his life on the walls of his tomb. In the world's first autobiography, Ahmose told of his youth as a recruit, his rise to commander in service under three kings, and his old age, in 40 lines of hieroglyphs. By combining his text with other contemporary sources, a remarkable story has been created, offering insights into military life as well as the history of one of Egypt's most important periods. *Ahmose: An Egyptian Soldier's Story* offers fascinating reading for any student of ancient or military history.

Available at amazon.com



Heart of Gray

*Lt. Raymond "Iggy" Enners,
Courage and Sacrifice of a
West Point Graduate in Vietnam*

Richard W. Enners '71

Heart of Gray is a gripping narrative of a leader-warrior who through his grueling education and military training chose to serve the nation in the most unpopular war in modern history and protect the freedoms that some Americans take for granted. It's a pulse-pounding combat story of events that took place in Quảng Ngãi Province as seen through the lens of Ray's letters and the soldiers he served with and commanded. Fifty percent of net proceeds will be donated to West Point and fifty percent to CAUSE to support our Veterans' road to physical and emotional recovery.

Available at Barnes & Noble
and Amazon



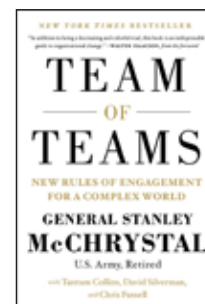
Becoming a Leader of Character

*Six Habits that Make or Break a Leader
at Work and at Home*

BG(R) James L. Anderson '56
and Dave Anderson '88

Many books treat the symptoms of poor leadership and not the disease itself. The symptoms may be low trust, low employee engagement or dysfunctional teams, but the underlying disease relates to a leader's character. Describing a workout program for strengthening Courage, Humility, Integrity, Selflessness, Duty, and Positivity, the Andersons uniquely illustrate how anyone can develop character in themselves and in others. Endorsements: Coach Mike Krzyzewski, Ken Blanchard, and multiple USMA general officers.

Available at Amazon, Barnes &
Noble, and Books A Million



Team of Teams

GEN(R) Stanley McChrystal '76

What if you could combine the agility, adaptability, and cohesion of a small team with the power and resources of a giant organization?

"General Stan McChrystal's *Team of Teams* is an instant classic. Best leadership book I have read in many a decade, by one of our nation's most gifted and iconic general officers."

— Admiral James Stavridis, USN (Ret)

"In addition to being a fascinating and colorful read, this book is an indispensable guide to organizational change."

— Walter Isaacson

Don't miss this acclaimed *New York Times* Bestseller.

Available at Amazon, Barnes &
Noble, and Books A Million



Finding Malone

Dennis Mansfield, ex-'78

A gift from a distant father sparked a journey of discovery. A pre-WWII army helmet, that eventually would hold eyewitness secrets of the bloody sands of North Africa, the gritty landing of D-Day, the frozen Battle of the Bulge and the ultimate triumphant entry into Adolf Hitler's Alpine Wolf's Lair. A.J. Malone's helmet was the piece that tied the author together to his father. It helped rekindle a relationship grown cold from neglect. *Finding Malone* weaves together the tale of discovering who the helmet belonged to, and healing; bringing together father and son as best friends for the last 19 years of the father's life. For more, visit FindingMalone.com

Available at FindingMalone.com

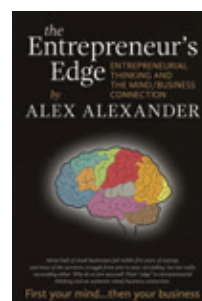


STRIKE

MAJ Stephen G. Hummel
USMA Faculty Member

Until June 2010, the Taliban had never known defeat in its historic homeland of Kandahar. But with the arrival of STRIKE Brigade of the storied 101st Airborne Division, this intractable enemy would be defeated in its historic stronghold and the tide of the Afghanistan War would be changed forever. In this firsthand account, MAJ Stephen Hummel, an assistant professor at West Point, reveals the successes and sacrifices of this incredible unit as it conducted the largest combined operation of the war. *STRIKE* details how the unit cleared, held, and built its way toward victory, actions that would earn it the Presidential Unit and Valorous Unit citations.

Available at Barnes & Noble
and Amazon



The Entrepreneur's Edge

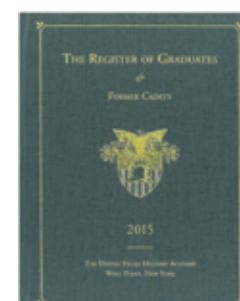
by Alex Alexander '65

What entrepreneurial thinking does for entrepreneurs, it can do for you, and this book shows you how.

Entrepreneurs and brain scientists have discovered an indisputable fact: Human beings (even healthy, intelligent ones like you and me) believe unbelievable things and make questionable decisions. We see this in others but don't see it in ourselves. Alex Alexander (military leader, business coach, and student of mind/brain science) reveals that entrepreneurial thinking makes us more successful by eliminating our mental distortions and improving our decision-making.

Entrepreneurial thinking is the path to successful leadership.

Available at Amazon.com



The West Point Register of Graduates & Former Cadets

West Point Association of Graduates

A treasury of Academy history at your fingertips! The 75th Edition of the *Register of Graduates & Former Cadets*, the first and most historic publication of the West Point Association of Graduates, has been comprehensively updated in a new, limited edition. This ultimate West Point reference book is a wealth of information on all 72,413 West Point Graduates from 1802-2015, including 218 graduating class mottos and crests, West Point ancestry, USMA leadership, Medal of Honor Graduates and more! Deluxe clothbound edition with endpaper maps.

Available at WPAOGiftShop.com



NEW YEAR, NEW WPAOG INITIATIVES TO SUPPORT THE LONG GRAY LINE

“My vision is for the Long Gray Line to be the most connected alumni body in the world, using innovative new technology that will make it easier for graduates to leverage the powerful network of more than 51,000 West Point graduates worldwide.”

—Todd A. Browne '85, President & CEO, West Point Association of Graduates

To achieve this bold vision, WPAOG is preparing to launch a number of new initiatives:



ROCKBOUND HIGHLAND HOME

Designed to welcome back graduates and their families with special access and activities not available to the public, this new program will ensure that every graduate coming back home to the Academy is welcomed back as family should be. The Rockbound Highland Home Program is exclusively for USMA graduates and designed to assist you in navigating post security procedures, offer insider access to West Point activities and select facilities, and provide personalized tours for you and your guests.



CAREER SERVICES

To respond to growing requests from our graduates, the West Point Association of Graduates is investing in expanding and enhancing the Career Services Program it offers our alumni. Successful career transitions are built on a foundation of knowledge and planning, provided through an effective career services program.

WEST POINT CONNECT

A WPAOG priority is to invest in its online infrastructure to create a dynamic, next-generation networking and collaborative tool that will boost the connectivity of members of the Long Gray Line.

**For more information, contact WPAOG at 845.446.1650
or annualgiving@wpaog.org.**



Join us
in 2017



**Experience one-of-a-kind adventures
with WPAOG's travel program.**

DATE	TRIP TITLE
1/29/2017	Voyage of Discovery: Wonders of The Galápagos Islands
2/17/2017	Passage Through the Panama Canal and Costa Rica
2/19/2017	Expedition to Antarctica
3/13/2017	Wings over Tanzania During the Great Migration
3/29/2017	East Asia Cruise Featuring South Korea, China, and Japan
4/14/2017	River Cruise: WWI History, JAT*
4/18/2017	Holy land—Sacred Sanctuaries
4/30/2017	European Coastal Civilizations
5/5/2017	Swiss Alps and the Italian Lakes
5/29/2017	Cruise the Face of Europe
6/1/2017	Scottish Isles and Norwegian Fjords
6/15/2017	The Great Journey through Europe Featuring the Glacier Express
7/14/2017	Town and Country Life: Oxford/English Countryside
8/4/2017	Discover Southeast Alaska
8/16/2017	Polar Bears and Beluga Whales, JAT*
10/2/2017	Rivieras and Islands of France, Spain, Italy
10/6/2017	Barcelona Immersion, JAT*
10/7/2017	Ancient Empires —A Voyage From Rome to Malta

*JAT – Joint Academy Trips

For more information, visit our website WestPointAOG.org/Travel, email us at Travel@wpaog.org or call **1.800.BE.A.GRAD, x1604**





Shape Up

**All the gear needed
to look smart
and stay fit!**

The Gift Shop WPAOG

westpointgiftshop.com | 800.426.4725

MAILBOX *West Point*



Submit comments or questions to Editor@wpaog.org, or chat with us on one of our WPAOG social media channels!

FROM: Glenn E. Schweitzer '53

I was pleased to see Ed White '52 featured on the cover of the 2016 fall issue of *West Point*. At the time of his walk in space, I was a foreign service officer serving as the first science attaché at the U.S. Embassy in Moscow and later wrote about this event in a book. Here's a passage that demonstrates U.S.-Soviet relations at the time:

"I saw a stirring Soviet television broadcast of the first walk in space by Soviet cosmonaut [Alexei A.] Leonov. Our astronaut Ed White, whom I had known when we were cadets at West Point, was scheduled to make a similar walk a few weeks later. The next day when I was playing tennis with Frank Bourgholtzer, a well-known American correspondent in Moscow, we talked about the film and his possible interest in showing it on American television. We agreed that it would have wide public appeal and might also help Ed White prepare for his walk. Frank subsequently purchased a copy of the film from a Soviet news agency, and it was promptly shown to the American public and to Ed. Three months later, Ed

bought me lunch in Houston and described how the film had helped him in learning to tumble in space without losing control."

RESPONSE:

Very interesting, although such cooperation contradicts the words of Colonel Frank Borman '50 (Retired), who was the backup command pilot for Gemini IV, the mission during which White performed his historic spacewalk. During a 1999 interview for the NASA Johnson Space Center Oral History Project, Borman said, "My reason for joining NASA was to participate in the Apollo Program, the lunar program, and hopefully beat the Russians...I took very seriously this Cold War and the idea that we were somehow second-rate to a Communist country." Borman was initially opposed to White's space walk, feeling that it was added late in Gemini's training program and as a direct response to Leonov's walk in space, so it is fascinating to think that White's feat was "aided" by the Russians. Although, as the International Space Station illustrates, space exploration may be best as an international race.

SACC Service Academy Career Conference



Your Successful Career Transition Starts at SACC.

Savannah, GA	Feb 23 – 24, 2017
Washington, DC	May 11 – 12, 2017
San Diego, CA	Aug 24 – 25, 2017
San Antonio, TX	Nov 16 – 17, 2017

To register for any SACC as an attendee or exhibitor, go to sacc-jobfair.com.

If you would like more information about WPAOG Career Services visit WestPointAOG.org/Careers



WPAOG Career Services

WestPointAOG.org | 845.446.1618

Email: careers@wpaog.org



Advertise with US!

West Point is the world's premier leader development institution



Leverage the power of *West Point* Magazine to promote your business.

Advertising opportunities also include **First Call** e-newsletters and event sponsorship.

To learn more, contact **Jess Scheuler** at ads@wpaog.org or call 845.446.1577



START^{the}DAYS!

FEBRUARY	MARCH	APRIL
3-5 Yearling Winter Weekend	2 Corps Founders Day Dinner	8-9 Sandhurst Competition 
17-19 100th Night Weekend 	10-12 Plebe Parent Weekend	
	11-19 Spring Break	20 Mission Command Conference
	21 Davis Barracks Dedication	29 Retiree Appreciation Day
	21-23 Diversity Leadership Conference	

Upcoming events suggested by West Point staff & faculty.

Events for May 2017–July 2017 should be sent to editor@wpaog.org by Feb 15, 2016.

For the entire calendar, go to

WestPointAOG.org/calendar



West Point's Eisenhower Hall Theatre



Cirque Dreams
Jungle Fantasy



RHYTHM OF THE DANCE
The National Dance Company of Ireland



Scottish International Tattoo



Annie
THE TONY AWARD-WINNING PRODUCTION

Sun., Jan. 29, 2017
5 p.m.



Sun., Mar. 5, 2017
3 p.m.



Sat., Apr. 1, 2017
8 p.m.



Sun., Apr. 30, 2017
5 p.m.



For Tickets and Information Visit IKEHALL.COM

Eisenhower Hall Theatre, 655 Pitcher Road, West Point, NY 10996

Box Office 845-938-4159



Be Thou at Peace

Deaths reported from September 24–December 31, 2016.

Brig Gen Henry C. Newcomer, USAF, Retired	1939	COL Joseph A. Luger, USA, Retired	1951	LTC Cassius J. Mullen, USA, Retired	1959
Maj Gen Thomas B. Whitehouse, USAF, Retired	1939	Chaplain Rex D. Michel	1951	LTC Donald H. Barrell, USA, Retired	1960
LTC Ben L. Baber, USA, Retired	1943 JAN	COL Howard M. Steele Jr., USA, Retired	1951	COL Brion V. Chabot, USA, Retired	1960
Brig Gen Chester J. Butcher, USAF, Retired	1943 JAN	COL Peter L. Thorsen, USA, Retired	1951	Mr. Joseph E. Fortier III	1960
Mr. James S. Changaris	1943 JAN	LTC Henry R. Meyer, USA, Retired	1952	LTC Harold B. Smith, USA, Retired	1960
LTC Victor A. Franklin, USA, Retired	1943 JAN	COL Corwin A. Mitchell, USA, Retired	1952	LTC Ralph W. Garens Jr., USA, Retired	1961
LTC James M. Huddleston, USA, Retired	1943 JAN	Mr. Denis F. Mullane	1952	COL Samuel K. Wasaff Jr., USA, Retired	1962
Col Frederick M. King, USAF, Retired	1943 JAN	Col Emmett A. Niblack Jr., USAF, Retired	1952	LTC William M. Sartor Jr., USA, Retired	1963
COL John J. Norris, USA, Retired	1943 JAN	Mr. James B. Reaves	1952	Mr. Patrick R. Smith	1963
Col Joseph A. Stuart Jr., USAF, Retired	1943 JAN	COL John H. Crerar, USA, Retired	1953	COL Dennis K. Culp Jr., USA, Retired	1964
Lt Gen Edmund F. O'Connor, USAF, Retired	1943 JUN	LTG Richard D. Lawrence Ph.D., USA, Retired	1953	COL Hugh F. Scruggs, USA, Retired	1965
Col Heath Bottomly, USAF, Retired	1944	Lt Col Edward T. Lynch Jr., USAF, Retired	1953	Mr. John B. Seymour	1965
Col David E. Fitton Jr., USAF, Retired	1944	MG John B. Oblinger Jr., USA, Retired	1953	Mr. Kenneth A. Waylonis	1966
Mr. Raymond L. Gordon Jr.	1944	LTC Walter H. Schmidt Jr., USA, Retired	1953	Mr. Bruce L. Helmich	1969
COL Beverly C. Snow Jr., USA, Retired	1944	LTC Robert L. Smith, USA, Retired	1953	Dr. Larry A. Lemaster	1969
COL James G. Christiansen, USA, Retired	1945	Lt Col John W. Yale, USAF, Retired	1953	Lt Col John B. Payne, USAF, Retired	1969
COL William B. Hankins Jr., USA, Retired	1945	COL Jesse G. Moore, USA, Retired	1954	Lt Col Barry J. Britton Sr., USAF, Retired	1970
Col William K. Moran Jr., USAF, Retired	1945	COL Robert T. Reed, USA, Retired	1954	Mr. Lawrence A. Saksa	1973
Mr. James T. Neal	1945	COL John W. Swaren Jr., USA, Retired	1954	Mr. David E. Johnston	1975
COL Francis R. Baker, USA, Retired	1946	LTC William A. Graham Jr., USA, Retired	1955	Mr. William E. Andersen	1976
Dr. Dwight C. Burnham	1946	LTC James R. Strickland, USA, Retired	1955	LTC Peter E. Jurusik, USA, Retired	1976
Mr. Robert A. Chabot	1946	Mr. Donald J. Sutton	1955	Mr. Robert M. Evans	1977
LTC Malcolm E. MacDonald, USA, Retired	1946	Mr. David C. Young II	1955	Mr. Thomas P. Rost	1980
Mr. Richard G. Walterhouse	1946	LTC Robert H. Easton, USA, Retired	1956	Mr. Henry E. Brown	1981
COL William F. Coghill, USA, Retired	1947	Honorable Bernard J. O'Brien	1956	Mr. John R. Livingston	1981
MG Gordon J. Duquemin, USA, Retired	1947	Mr. Michael F. West	1956	COL Harold C. Shablom Jr., USAR	1983
LTC Willis H. Knipe, USA, Retired	1947	Mr. George D. Landry Jr.	1957	LTC Troy B. Overton, USA, Retired	1984
Dr. William J. Reckmeyer	1947	LTC Nicholas J. Robinson, USA, Retired	1957	MAJ Frank E. Cowden III, USAR	1985
COL Thomas E. Rogers, USA, Retired	1947	Mr. William K. Wright	1957	Mr. John H. Lawson Jr.	1985
Lt Col John Kastris Jr., USAF, Retired	1948	LTC Ben G. Crosby Jr., USA, Retired	1958	Mr. Mark S. Stich	1985
MG John L. Osteen Jr., USA, Retired	1948	Maj George O. Klotzbach, USAF, Retired	1958	COL Damon L. Igou, USAR	1986
COL John L. Carr, USA, Retired	1949	COL James W. Peck, USA, Retired	1958	Mr. Marc A. Taylor	1986
Mr. Ulmont R. Kendree Jr.	1949	COL John A. Raymond, USA, Retired	1958	Mr. Eric J. Dejong	1991
Col Archie L. Wood, USAF, Retired	1950	COL Donald E. Wilson, USA, Retired	1958	MAJ John F. Schepflin, USA	1996
COL J. G. Crowe, USA, Retired	1951	Mr. John E. Bryer Jr.	1959	MAJ Andrew D. Byers, USA	2008
Col Frank R. Fischl Jr., USAF, Retired	1951	Mr. Rody M. Conway	1959	1LT William J. Powell, USA	2013
COL Harry W. Lombard, USA, Retired	1951	Lt Col William D. Isaac, USAF, Retired	1959	2LT Samuel A. Diehl, USA	2015

Gripping Hands

“Grip hands—though it be from the shadows—while we swear as you did of yore, or living or dying, to honor the Corps, and the Corps, and the Corps.” —Bishop Shipman 1902

1974 Dempsey Awarded Honorary Knighthood

On December 12, 2016, General Martin E. Dempsey, U.S. Army Retired, was invested as an Honorary Knight of the British Empire. Dempsey accepted the award on behalf of all those in the uniforms of the United States and the United Kingdom who have served together in peace and in war throughout his 41-year career in the military. In describing the relationship between these two closest allies, Dempsey said “In military operations as in life, you must find someone to trust, and then trust them. We trust our British comrades, and because we trust them, we protect our mutual interests, promote our common values, and make the world a safer place.”



General Officer Promotions

The U.S. Senate has confirmed the following General Officer nominations:

To the rank of Lieutenant General:

Major General Reynold N. Hoover '83 (USARNG)

To the rank of Brigadier General:

Colonel Peter B. Andrysiak Jr. '90

Colonel Jonathan P. Braga '91

Colonel Christopher T. Donahue '92

Colonel David M. Hamilton '88

Colonel Omar J. Jones IV '92

Colonel Mark H. Landes '90

Colonel Stephen L. Michael '88

Colonel Kenneth T. Royar '88

Colonel Douglas A. Sims II '91

Colonel Robert F. Whittle Jr. '90

The following Army National Guard officers have been confirmed by the Senate for Federal recognition in the next higher grade:

To Major General:

Brigadier General Christopher J. Petty '87

To Brigadier General:

Colonel Laurel J. Hummel '82

Colonel Eric T. Judkins '86

Colonel Kipling V. Kahler '87

Colonel David J. Mikolaities '87

1994 Kympton '94 and Jarrow '04 Receive Public Service Awards

Spencer Kympton '94, President of The Mission Continues, received the Outstanding Civilian Service Award for his outstanding service in support of the U.S. Army. The award is the third-highest public service honor the Army can bestow upon a civilian. Secret Service Special Agent Tate Jarrow '04 received the 2016 Samuel J. Heyman Service to America Medal in the Call to Service category for federal employees who are 35-years old or younger. The award was for “the critical role he played in two major international cybercrime investigations.”



Spencer Kympton '94



Tate Jarrow '04

Past in Review

Ducrot Pepys: A Story of Every Cadet

By Kim McDermott '87, WPAOG staff

In 1660, Samuel Pepys, a young civil servant in London, began a diary which he kept for nine years. British writer Andrew Godsell wrote, "The personal journal was left in obscurity for more than a century after his death. The eventual publication of the diary revealed Pepys as an exceptionally skilled recorder of the political events of his time, and also everyday life. Pepys' record of contemporary events has become an important source for historians seeking an understanding of life in London during the mid-seventeenth century."

of the cadet experience in a way that is relatable for every generation that has lived it. An underlying cynicism is wrapped up in storytelling and humor.

On Sundays: "A day of rest for all, even plebes. Slept all day, troubled by fearful dreams. Dreamt [sic] I was the only plebe in West Point. Awoke screaming." And by the time he was a firstie, "Tomorrow is Monday. Goody. Goody."

On poking fun at roommates: "My other wife seems sad. I would tell him to keep a stiff upper lip if he had one." And, "My other wife has lately been complaining that it is always cloudy. It is really only that his eyebrows have grown amazingly the past few weeks but I do not feel that it is my place to tell him."

On early graduation: "It would seem that Early Graduation is an established fact. It is about time. At every other institution one is allowed time for good behaviour."

On Branch selection: "The drawing of branches comes on apace. My other wife says that he is not particular about which branch he gets. Which is just as well because he stands a good chance of getting ranked into the Weevil Destroyer Corps. My sane wife is a secret example of one of life's little tragedies in the making. He wants to go into the Intelligence Service. The idea of instructing female spies into the best methods of coaxing military secrets out of reticent enemy generals seems to fascinate him. I, myself, am still uncertain as I can not decide which branch colors go best with my sad brown eyes."

One week, Pepys was replaced by Femme Sandy Pepys, who was remarkably similar to her male counterpart. "Arrived at this wonderful Character-Building-Home-For-Uncle-Sam's-Future-Army in time for Graduation Parade. Very solemn. Very impressive. Just watching the kaydets standing all that time made my feet hurt." And, "This is the waiting-est place I've ever visited. Uncomplaining femmes wait all over the place, wearing a resigned expression, and informing me you get used to it. At Grant Hall

I wished I had taken my knitting. Not that I felt energetic or patriotic. Just thought it would be fun to while away time tripping unsuspecting victims over the yarn."

Occasionally the reader would get a glimpse that Pepys was only human, as Grady easily captured the feeling of being overwhelmed—sometimes to the point of madness. "This has been quite a day. One long scream from reveille on." And, "Unless the pictures in the Mess Hall stop winking at me I am not going to eat there any more." One weekend seemed particularly miserable. On Friday: "I am more convinced than ever that my guardian angel drinks. And probably takes dope too." Saturday: "Although he may just have died." And finally, on Sunday: "Yes, he must have died all right."

Another true-to-life feeling captured was the bittersweet feeling every cadet feels on the day before graduation: "Now, however, we have almost finished First Class year with its sorrows and its joys and its sorrows. And, tomorrow we will graduate. Tomorrow will be happy. And yet, and I find this hard to believe, I almost think that I shall also be touched."

Of course, Pepys was back to his old tricks immediately upon graduation: "I was amazed to see two new yearlings walking back from graduation and walking out of step. Now when I was a cadet such things were not allowed. But times have evidently changed." Yes, times have changed. But some things never will.

A classmate of Grady's, Lewis. F. Webster, illustrated the diary. Another classmate, Roger Hilsman, was editor in chief of the *POINTER*, and just before graduation he compiled and edited *The Collected Works of Ducrot Pepys* and had it published by the Moore Publishing Company, Inc., of Newburgh, New York. The compilation is now in the public domain and available online at <http://bit.ly/DucrotPepys>. ★



Ronan Calistus Grady Jr. '43 JUN

Two-hundred and eighty years later, Ronan Calistus Grady Jr. '43 JUN introduced West Point to his alter-ego, the fictional cadet Ducrot Pepys. (Though its origins are long since forgotten, the first name was a slang term for a plebe.) By way of a diary printed in *POINTER* magazine, Grady documented the days of Mr. Pepys and his two

roommates – his "sane" wife

and his "other" wife. In a March 1993 *ASSEMBLY* article, a classmate said that Grady "took on the persona of Pepys in order to write an allegory of daily cadet life in his time. He wrote about what he saw and knew up close, as a cadet. For that reason, every cadet, especially his classmates, recognized and felt a personal identity with what he was saying, and even the most fantastical flights of Pepysian fantasy were somehow sensed to be true!" So while Mr. Pepys was not a real cadet, he was also *every* cadet.

A total of 60 installments of the diary were published. It only lasted three years: Grady's class graduated a year early because of World War II. Over time, "Mr. Ducrot Pepys" became "Mr. Yearling Pepys," then "Cadet Pepys—Second Class," and finally "Cadet Pepys—First Class." Though written for an earlier day, the diary captured the very essence



LET'S MAKE THE NEW YEAR YOUR YEAR.



A little planning now can make a big difference later.

You don't have to be a professional to invest during the busy holiday season — that's our job. With timesaving tools and free one-on-one guidance, we make it easy for you to stay focused on your long-term investment goals.

Start planning today:

Call 877-584-9724

or visit usaa.com/wpaog

Investments/Insurance: Not FDIC Insured • Not Bank Issued, Guaranteed or Underwritten • May Lose Value

Financial planning services and financial advice provided by USAA Financial Planning Services Insurance Agency, Inc. (known as USAA Financial Insurance Agency in California, License # 0E36312), a registered investment adviser and insurance agency, and its wholly owned subsidiary, USAA Financial Advisors, Inc., a registered broker dealer. USAA means United Services Automobile Association and its affiliates. WPAOG receives financial support from USAA for this sponsorship. © 2016 USAA. 235294-1216



West Point Association of Graduates

698 Mills Road
West Point, NY 10996-1607

WestPointAOG.org
845.446.1500

West Point

ASSOCIATION OF GRADUATES



WPAOG: Top-Rated Charitable Giving Organization



Serving West Point and the Long Gray Line

Update your contact information at WestPointAOG.org/profile to ensure you continue to receive *West Point* magazine and other WPAOG information.

Questions? 1.800.BE.A.GRAD or RedSash@wpaog.org

FIND WPAOG 24/7 ON:

