

West Point

FALL 2018

DEVELOPING LEADERS FOR THE 21ST CENTURY ARMY

West Point's Modern War Institute:
Preparing Cadets for the Modern Battlefield

The Seasons of West Point



A Publication of the West Point Association of Graduates

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West Point

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

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ON THE COVER: The splendor of autumn foliage at Battle Monument. Image: Anthony DiNoto/WPAOG

FROM THE PRESIDENT

Dear Fellow Graduates:

On July 2, R-Day for the Class of 2022, West Point tore a page from its time-honored calendar and began a new Academy year. This year, USMA welcomed 1,210 new cadets, and we would like to welcome their parents and other family members into the fold. As all members of the West Point family quickly learn, West Point follows a calendar rhythm and the activities happening on post and even the uniforms the cadets wear are often dictated by the seasons of the year, an Academy feature we chose to highlight in this issue of *West Point* magazine.

Our coverage begins with the season noted on the cover of this issue, "fall." Besides being the most picturesque season at West Point, fall means the start of the academic year. It also means class reunions and football tailgates, the annual presentations of the Nininger Award and Thayer Award, and milestone events such as Branch Night and the Army-Navy Game ("Beat Navy!"). With winter comes snow in the Hudson Valley. This is the time of Gloom Period at West Point, but events such as Post Night and the 100th Night Show remind cadets that the gloom and gray will soon give way to the many USMA rites of spring, such as Founders Day, Projects Day, the Distinguished Graduate Awards, and, of course, Graduation. Then, soon after the newly commissioned second lieutenants exit Thayer Gate, summer at West Point begins, with Cadet Summer Training, West Point Band performances at Trophy Point, and—culminating the year and starting a new one—R-Day.

This year's R-Day was also made special by the arrival of a new Superintendent. Lieutenant General Darryl Williams '83 became West Point's 60th Superintendent on R-Day. He most recently served as the Commander, NATO Allied Land Command in Izmir, Turkey and prior to that was the Commander, United States Army Africa (USARAF) in Vicenza, Italy. While commanding USARAF in 2014, he was involved with OPERATION UNITED ASSISTANCE, fighting against the Ebola outbreak in Liberia. We wish him success in his new post, and we wish his predecessor, Lieutenant General Robert Caslen '75 (Retired), all the best in his retirement.

For many seasons to come, Lieutenant General Williams and the Academy will be able to mark time on the calendar based on the progress of "USMA 2035," a holistic modernization of West Point that began a couple of years ago with the Cadet Barracks Upgrade Project. Over the next dozen-plus years, the physical face of USMA will be enhanced to parallel the preeminent position the Academy continues to hold within the Army and with America. During this time a combination of government and gift-funded projects will help USMA stay competitive with other top-tier universities.

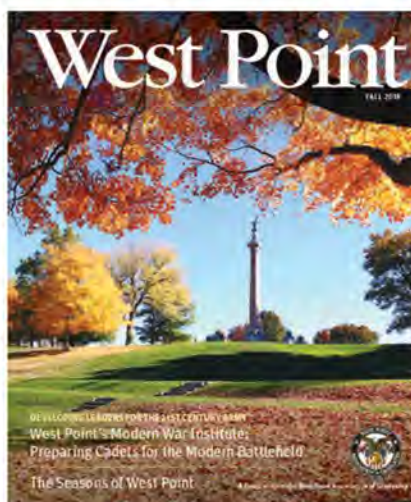
Looking ahead on our own calendar, 2019 is the sesquicentennial of WPAOG, and we will be celebrating the 150 years of your Association of Graduates in numerous ways. First and foremost, we want to celebrate the contributions our graduates have made to our nation. Look for an "on this day in West Point history" feature on our website and social media sites. We will highlight the 150th anniversary during all events in 2019. We will also be "hosting" a virtual toast on May 22, 2019, WPAOG's actual birthday, and every issue of *West Point* magazine in 2019 will be dedicated to this milestone. It is going to be an exciting year of "honoring the past; preparing for the future," and I hope you will join me in the festivities marking this special occasion.

Serving West Point and the Long Gray Line,

Todd

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





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From Your West Point
Association of Graduates

Send your thoughts about *West Point* magazine to editor@wpaog.org or @WPAOG on Twitter. View the online version of this magazine at WestPointAOG.org/wpmag



“Leadership is a privilege. In that spirit, it is a privilege to return to West Point as your new Superintendent. This is an exciting time for the Academy, and I’m honored and humbled to join this great team.”

To the Long Gray Line:

Leadership is a privilege. In that spirit, it is a privilege to return to West Point as your new Superintendent. This is an exciting time for the Academy, and I’m honored and humbled to join this great team.

As a graduate, former company and regimental tactical officer, and, most recently, the proud parent of a new graduate, I’ve seen the tremendous support you give to your alma mater and have a great appreciation for all you do for West Point. In just the short time I’ve been back as Superintendent, that appreciation has only grown.

At West Point, the essence of our mission and our number one focus is developing leaders of character who are committed to the values of both the United States Military Academy and the Army, are ready to lead America’s sons and daughters in the crucible of ground combat, and know what it takes to fight and win where and when required.

Developing leaders of character is a team sport, and every member of the Long Gray Line is a shareholder in our cadets’ development, not only through your support of the Academy, but also as the role models these future leaders look to for inspiration.

You are all critical to our mission success. We simply could not do all that we do and be the world’s preeminent leader development institution without your support, whether it’s identifying and mentoring cadet candidates, supporting the many developmental opportunities available to our cadets, or getting involved with your local West Point Society. Your efforts are helping us support Army readiness and prepare our graduates for the Army of tomorrow.

Over the next several weeks, in close coordination with our Army senior leaders, I’ll develop and refine my strategic vision and leadership areas of focus. But, for now, my focus for the Academy is to press forward and continue to develop leaders of character to the high standards our nation expects and the Profession of Arms demands.

Thank you for continued support and involvement. I look forward to meeting and speaking with you in the months ahead.

Darryl Williams ’83

Lieutenant General, U.S. Army
60th Superintendent, U.S. Military Academy



LTG Darryl A. Williams '83 assumed command as the 60th U.S. Military Academy Superintendent at an assumption of command ceremony July 2, 2018. **Right:** The 39th Chief of Staff of the U.S. Army, GEN Mark A. Milley, hands Williams the command guidon as part of the assumption of command ceremony.

Lieutenant General Williams '83 Assumes Command as 60th USMA Superintendent

By Kathy Eastwood, Guest Writer

Lieutenant General Darryl A. Williams '83 assumed command as the 60th U.S. Military Academy Superintendent at an assumption of command ceremony on July 2, 2018. Williams replaces Lieutenant General Robert L. Caslen Jr. '75, who retired June 22.

Williams assumed command during a day when more than 1,200 new cadets came to West Point to begin their 47-month journey.

Williams is a career Field Artillery officer and recently served as commander, NATO Allied Land Command, Izmir, Turkey. He has served as commander of United States Army Africa in Vicenza, Italy; deputy chief of staff G-3/5/7 of the U.S. Army in Europe, Wiesbaden, Germany; and deputy commanding general of the U.S. Army Warrior Transition Command and assistant surgeon general for Warrior Care and Transition.

Williams' military education includes the Field Artillery Officer Basic and Advanced courses, Command and General Staff College, School of Advanced Military Studies and the U.S. Naval War College. He holds master's degrees in leadership development, military art and science, and national security and strategic studies.

The 39th Chief of Staff of the U.S. Army, General Mark A. Milley, presided over the assumption of command ceremony. "Two weeks ago, we said goodbye to a great leader after five years, and in the long tradition of the Army, today we turn the page and we welcome another great leader to lead this great institution," Milley said. "He's a great guy, an officer with tremendous talent, personality and character, and I have no doubt in my mind that he will make his mark. He's been a soldier for 35 years."

Milley said that Williams' service carries over to his children. His daughter, Kendall, is an Army spouse. His oldest son, Zach, was commissioned out of Virginia Tech in Blacksburg, Virginia, and is deployed, and youngest son, Nathan, is a new second lieutenant from the USMA Class of 2018 and is headed to Army Airborne School and Ranger School.

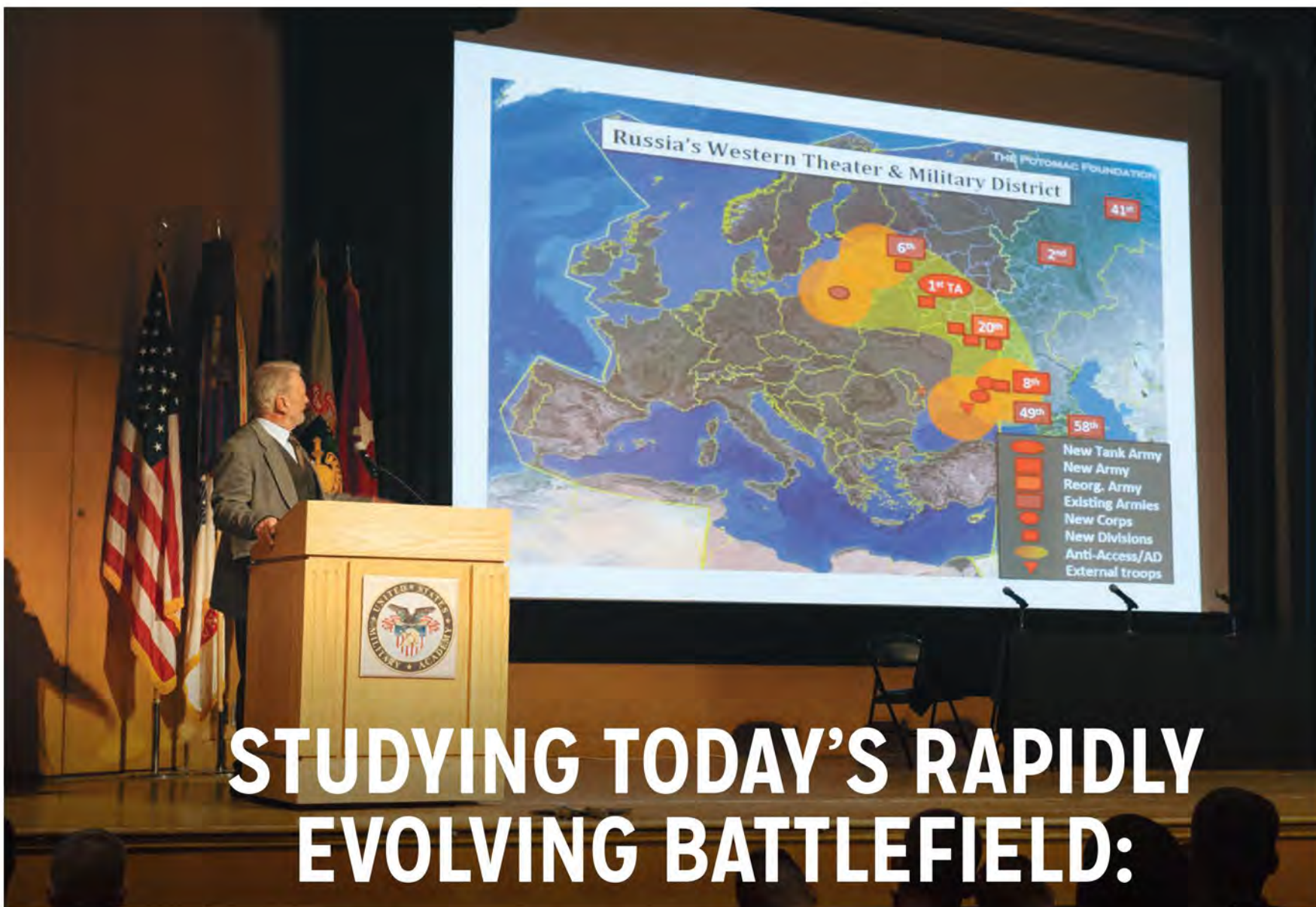
Williams spoke about being a cadet when Caslen was his tactical officer and football coach.

"He was an incredible leader and role model and his reputation has only grown," Williams said. "Our Academy and our Army is better for his wisdom and leadership."

"Today may mark a new chapter for West Point in terms of leadership; know that the essence of our mission and our number one focus remains constant; developing leaders of character who are committed to the values of the U.S. Military Academy and, more importantly, the U.S. Army who are ready to lead our America's sons and daughters in the crucible of ground combat and who know what it takes to fight and win," he added.

Williams said that over the next several weeks and in close coordination with Army senior leaders, he will develop and refine leadership priorities and areas of focus. "But for now my intent is clear," Williams said. "to pick up where General Caslen left off as we continue to develop leaders of character our nation expects and our profession of arms demands. All policy and procedures will remain in effect until further notice. Beat Navy." ★

Kathy Eastwood is a staff writer for the Pointer View, the official West Point community newspaper.



STUDYING TODAY'S RAPIDLY EVOLVING BATTLEFIELD:

West Point's Modern War Institute

By John Amble, Guest writer

The United States Military Academy (USMA) has long been acknowledged as one of the premier academic and leader development institutions in the world. But alongside providing a world-class education and instilling the skills to lead American men and women in uniform, West Point must prepare future U.S. Army officers to succeed anywhere in the global operating environment, and that operating environment is rapidly evolving and more complex than at any point in history.

The recognition of that fact led directly to the creation of the Modern War Institute (MWI) at West Point, formally established in 2015 and supported by Margin of Excellence funding. Just three years old, MWI represents one of the newest specialized research centers at USMA. But in its short history, it has matured into a resource that helps to prepare a new generation of cadets for the challenges that characterize the modern battlefield.

Colonel Liam Collins '92 has been the director of the Modern War Institute since its founding. He describes the way that preparing

cadets to lead in the global operating environment has changed. "When I was at West Point as a cadet, it was important to be technically and tactically proficient, and that was enough to succeed as junior officers," he says. "We had been training for years against a particular threat, and with a relatively narrow set of missions in mind." Today, though, Collins believes that the Army must be prepared for a range of challenges, including non-state actors like ISIS, rapidly evolving cyber threats, the proliferation of weapons of mass destruction, the convergence of traditional domains, and the re-emergence of near-peer adversaries.

Technological change also increases the pace of events on the battlefield, which means junior officers are increasingly placed in positions to make rapid, vital decisions that influence the outcome of military operations. To equip them to make these decisions, MWI works to expose cadets to these challenges and the operating environment they will find when they commission and arrive at their first duty stations to lead American soldiers. "We have an incredible opportunity here at West Point to help shape the way cadets are prepared for the challenges that lay ahead for them," says Major Rick Montcalm, deputy director of MWI. "It's vital that we take advantage of that opportunity and prepare them in a way that reflects the realities of modern war, which is what MWI brings to West Point."

Enhancing the West Point Curriculum

Less than a year after the Treaty of Versailles brought World War I to an end, dozens of West Point graduates traveled to tour the battlefields of that conflict, walking ground still deeply scarred from the devastation the war had brought to Western Europe. In 2015, as MWI was in the process of being stood up, Major Matthew Cavanaugh '02, who was teaching in the Defense and Strategic Studies program at the time and was a key figure in MWI's creation, came across a photo of those touring graduates in the USMA archives. The photo sparked an idea: Why isn't there a mechanism to give today's cadets a similar opportunity to study firsthand the battlefields of recently ended wars? The result is what MWI calls its Contemporary Battlefield Assessments or "CBAs."



"Logistically and financially, we can't bring an entire class of cadets to these places," Collins says. "But we can bring a small group of them and then leverage the research they conduct to better inform the way we teach all cadets."

These tours of "warm conflict zones," places where conflict is recent enough to be most relevant to the force into which cadets will commission, take place each summer. Cadets apply for the opportunity to take part, and those selected accompany MWI faculty to conduct research. In 2015, the CBA trip to Sarajevo studied siege warfare during the Balkans conflicts of the 1990s. In 2016, the team researched counterinsurgency in Sri Lanka. In 2017, cadets and faculty traveled to the Eastern Europe country of Georgia to study the 2008 Russo-Georgian War. This year, MWI expanded the program and conducted two CBAs: the first traveled to the Baltic countries and Ukraine to examine efforts to counter Russian aggression in the region; the second went to Colombia to research the challenges associated with bringing the country's long-running civil war against the FARC rebel group to a close.

Based on each CBA trip, MWI produces a detailed, scholarly report, to which cadets contribute, and works to incorporate the research and its findings into the curriculum of courses within the Defense and Strategic Studies and Military Sciences programs. According to Dr. Lionel Beehner, MWI's director of research, this not only makes it an invaluable opportunity for cadets who directly participate during the trip, but also ensures that a much wider range of cadets experience a curriculum that includes the most current and relevant material possible. "The CBA is more than just a 'staff ride' of a modern war or battlefield," Beehner



Previous page: During the 2nd Annual MWI Class of 1999 Sandhurst Conference, at a session titled "Old Foes Die Hard: Training for Near-Peer Threats and Hybrid War," Dr. Phillip Karber, President of the Potomac Foundation, speaks about Russian operations, the Kremlin's objectives, and implications for the United States of the ongoing conflict in Ukraine. Video available on MWI Website. **Above:** COL Liam Collins '92, Director of MWI, with West Point cadets and faculty in Sri Lanka for an MWI Contemporary Battlefield Assessment AIAD, where they studied the long-running insurgency of the Liberation Tigers of Tamil Eelam. Both MWI and AIADs like this are funded by Margin of Excellence philanthropy through WPAOG.

MWI's Urban Warfare Project

The months-long battle to wrest control of Mosul from the ISIS fighters who had occupied it for three years made one thing clear: cities pose immense challenges as battlefields. Unfortunately, an array of factors increases the likelihood that the U.S. Army will be fighting in urban areas in the future, leading General Mark Milley, the 39th Chief of Staff of the Army, to say in 2016, "We need to man, organize, train and equip the force for operations in urban areas." The problem, Milley went on to explain, is that "we're not organized like that right now."

To answer this challenge, MWI launched the Urban Warfare Project. The world is becoming increasingly urban—54.5 percent of the global population already lives in cities, with that number expected to grow to 60 percent by 2030, according to United Nations data. Much of this urbanization is happening in the least stable regions in the world, and potential adversaries see cities as environments that eliminate the U.S. military's strongest advantages. For these reasons, the Army needs to be prepared to conduct a wide range of operations in urban environments, which is exactly what the Urban Warfare Project aims to facilitate.

MWI hosts some of the most ground-breaking research and insightful analysis of urban warfare. How are tactical tasks like shooting, moving, and communicating made more difficult by structural density? What types of expertise—like civil engineering, city planning, or emergency services—need to be organically incorporated into maneuver units? How can leaders predict and plan for second- and third-order effects of their operations in highly complex and dynamic environments? These are the types of questions with which the Urban Warfare Project grapples, putting MWI at the forefront of thinking about this vital issue. ★



A soldier from 2nd Brigade Combat Team, 25th Infantry Division moves towards the tunnel entrance to conduct training in a subterranean environment at Indiana's Muscatatuck Urban Training Center.

explains. "These trips also offer cadets the opportunity to critically examine the academic theories of strategic studies, civil wars, and international relations and apply them to a case study of a recently ended conflict other than Iraq or Afghanistan." Ultimately, through their CBA experience, cadets learn about how wars start but more importantly how wars end. "This is crucial to their professional careers as future officers," says Beehner.

Innovations in Military Training

Each summer, more than 1,000 cadets preparing to enter their final year at West Point spend nearly three weeks conducting Cadet Leader Development Training (CLDT). Modeled after the Army's Ranger School, CLDT cycles cadets through leadership positions as they are trained and evaluated on a range of military tactics. Much of it would look familiar to graduates who underwent similar training a generation or more ago, as these remain the fundamental tactics employed by small units in the Army.

But while the tactics remain much the same, the conditions in which they are employed have changed as battlefields have evolved. Recognizing this, MWI sought to replicate some of these conditions and to integrate new technologies into the training. In 2017, MWI's then-deputy director, Major John Spencer, ran a training "lane" in which cadets were tasked with planning and executing a platoon raid

"We have an incredible opportunity here at West Point to help shape the way cadets are prepared for the challenges that lay ahead for them. It's vital that we take advantage of that opportunity and prepare them in a way that reflects the realities of modern war, which is what MWI brings to West Point." —MAJ Rick Montcalm, Deputy Director of MWI

on an urban site. Spencer and MWI partnered with the Army Cyber Institute and gave platoons the ability to hack into networks that controlled security cameras on the target buildings. Platoons were also equipped with a "cyber capability rifle," a tool that allowed them to disrupt the operations of an enemy drone by jamming its signal. Cadets in leadership positions were also given virtual reality goggles that contained imagery of the target, allowing them to virtually "walk the objective" instead of risking exposure by conducting a traditional leader's reconnaissance.

"The fundamentals are the same," says Spencer. "The steps to successfully conduct a platoon raid on a set of buildings haven't changed, but, with cameras all over the battlefield and more and more drones above the battlefield, the environment in which platoon leaders might have to conduct those steps has changed." MWI enhances cadets' military training by overlaying technological developments onto the small-unit tactics they learn via CLDT.

In addition to transforming the environment in which cadets train into one that more closely reflects real-world conditions, MWI also used the training lane as an opportunity to conduct research, the findings of which could prove important to the Army. As so-called "digital natives," members of a generation that grew up surrounded



During Cadet Leader Development Training, about 1,000 cadets participated in a training exercise run by MWI and the Army Cyber Institute which integrated new technologies like virtual reality goggles and enhanced cyber capabilities in the field. The traditional broad contours of the raid (a "surprise [attack] against a position or installation for a specific purpose other than seizing and holding the terrain,") were there, but augmented with features that are increasingly shaping the modern battlefield. MWI also worked with USMA's Behavioral Sciences & Leadership Department to collect data and observations from the training exercise for research on whether the use of virtual reality could improve performance during tactical operations.

by technology and are thus naturally comfortable using it for everyday tasks, it is tempting to assume that cadets would embrace tools like virtual reality goggles; however, what Major Spencer and colleagues from MWI and the Department of Behavioral Sciences and Leadership discovered was the opposite. The majority of cadets rejected these new tools. Many struggled with “cognitive overload.” While the goggles gave them a distinct advantage in planning to conduct the raid, the devices also became one more thing to contend with, an added distraction they sought to avoid as they focused on simply getting all of the planning and execution details right.

These conclusions could have an important influence on the ways in which technology is incorporated into military training, both at West Point and across the Army. Technology—from artificial intelligence to virtual reality, simulations, and more—has a powerful capacity to improve the realism and the quality of training, with important consequent effects on the Army's readiness. But it must be introduced systematically, overlaid on top of a crawl-walk-run approach that doesn't result in cognitive overload for soldiers and thus risk undermining the training itself.

Understanding Modern War

One of MWI's early initiatives was to create a website that would host commentary and analysis that helps readers to understand the dynamics that shape the operating environment of today and

tomorrow. Every day, readers who visit mwi.usma.edu can find top-notch writing about a wide range of topics that are relevant to today's Army and those who serve in it—from leadership development to artificial intelligence, and from cyber warfare to the future urban battlefield.

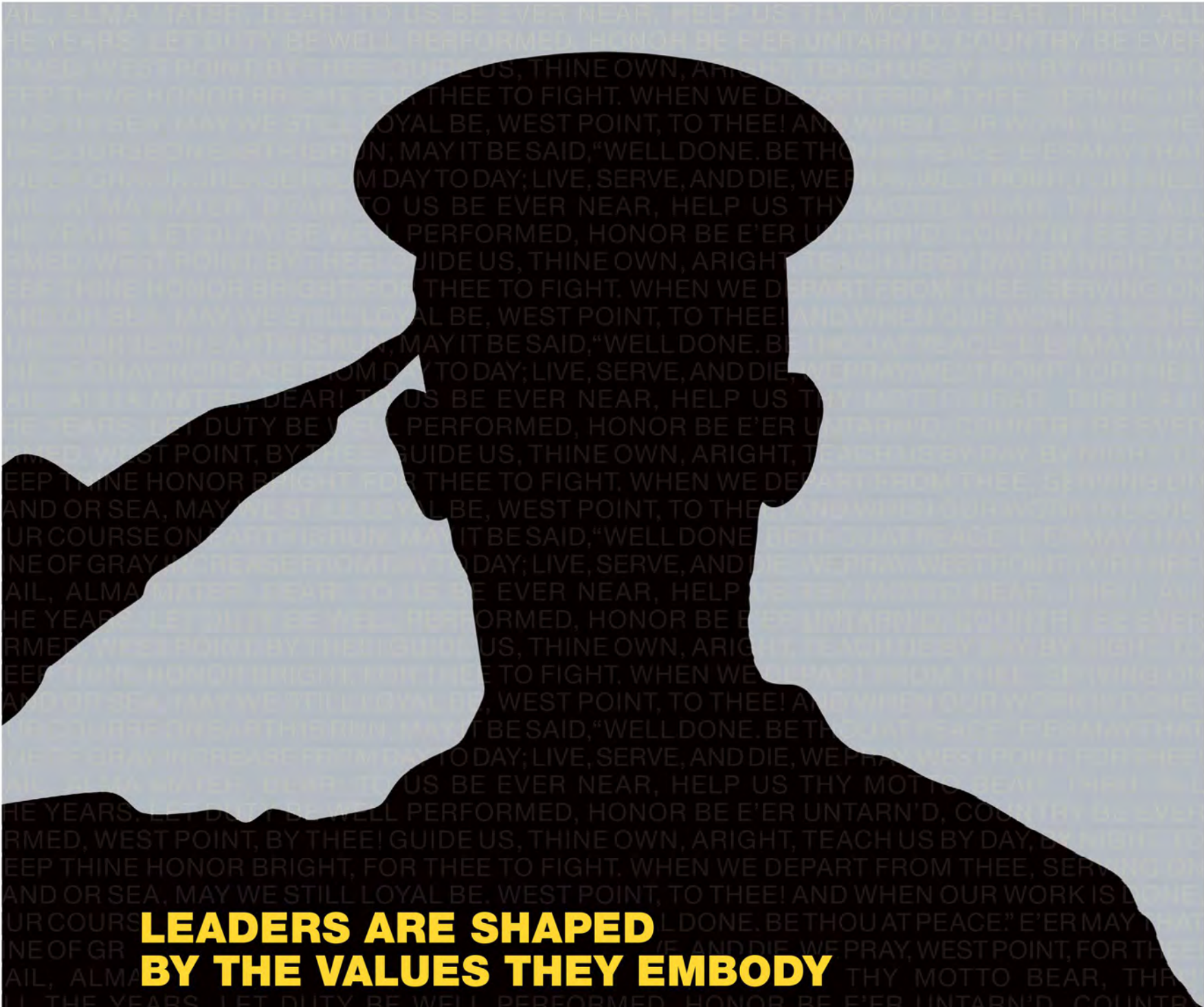
“We live in a time where the internet has made all of this information accessible, where there are more and more places to turn for answers to tough questions,” says John Amble, MWI's editorial director. “There are, however, very few places that speak specifically to some of the most vexing military problems, but at MWI there's a constant flow of articles that aim to provide solutions, and its connection to West Point really keeps MWI focused on the Army and what we need to do to make sure that lieutenants who graduate from here are ready for what's in store for them.”

When people ask why MWI exists at West Point instead of at the Army War College or at some other institution within the Army, the answer seems easy. “We have 13 academic departments here at the United States Military Academy,” explains Colonel Collins. “No other place in the Army is organized that way, and it makes it the right place to really study modern war from an interdisciplinary perspective.”

What that means, in practice, is that much of the writing featured on the MWI website is from people with unique backgrounds, in terms of both their experience and their education. Bringing a



GEN(R) Stanley McChrystal '76 speaks to cadets on organizing to fight and win in a complex world at an MWI event in Arnold Auditorium. Video available on MWI Website.



LEADERS ARE SHAPED BY THE VALUES THEY EMBODY

As future academy graduates prepare for their military careers and beyond, support and advocacy is essential for their long-term success. Boeing is proud to partner with the U.S. Military Academy at West Point, the U.S. Naval Academy at Annapolis and the U.S. Air Force Academy at Colorado Springs with the shared goals of leadership development and engineering excellence. Together, we're helping shape leaders of character to better serve our nation and the world.



MWI Conferences: Bringing Expertise Together



Cadets gather in Robinson Auditorium during MWI's Class of 1999 Sandhurst Conference to hear BG Jeffrey Broadwater, commander of the National Training Center at Fort Irwin, CA, discuss training for the modern battlefield.



LTG (R) Mark Hertling '75, an MWI adjunct scholar, speaks during MWI's annual Class of 2006 War Studies Conference.



Distinguished participants gather in the Haig Room in Jefferson Hall for MWI's annual Class of 2006 War Studies Conference.

***MWI hosts two conferences annually:
The Class of 2006 War Studies Conference and
The Class of 1999 Sandhurst Conference.***

THE CLASS OF 2006 WAR STUDIES CONFERENCE

brings together distinguished representatives from the private sector, government, academia, the think-tank community, and the joint military services for a three-day debate and discussion on issues related to modern war and warfare. In November 2016, at the first War Studies Conference, participants explored the question of whether deterrence, a hallmark of Cold War-era defense policy, is still relevant in a world increasingly characterized by threats posed by violent non-state actors, hackers, a multitude of small wars, as well as the proliferation of nuclear-armed states and the emergence of potential peer and near-peer adversaries like China and Russia. In addition to a distinguished list of panelists and participants, the conference featured keynote addresses by Admiral Harry Harris, who was then serving as commander of U.S. Pacific Command; by retired General John Abizaid '73, former commander of U.S. Central Command; and by Dr. Eliot Cohen of Johns Hopkins University's School of Advanced International Studies. At the most recent War Studies Conference (March 2018), participants examined the issue of civil-military relations and how modern warfare is challenging previous interpretations of these relations.

THE ANNUAL CLASS OF 1999 SANDHURST

CONFERENCE brings together hundreds of future officers from USMA, ROTC, other service academies, and international military programs that have come to West Point for the annual Sandhurst Military Skills Competition. MWI established this conference to serve as an intellectual counterpart to that competition, a forum in which future military leaders can engage in discussions related to training for the battlefield threats and challenges of the 21st century. It represents an appreciation of the fact that to truly prepare for these challenges, it is necessary to test our mental agility as well as our military skills.

Both conferences are major pillars of MWI's efforts to fulfill its mission and have been made possible by the generosity of West Point classes—the Class of 2006 for the War Studies Conference and the Class of 1999 for the Sandhurst Conference. These classes' support demonstrates an important commitment to MWI's work to help provide a better understanding of modern war. ★

historical, economic, scientific, legal, or any other perspective to a problem like that of North Korea's nuclear and ballistic missile programs or to the future of joint operations adds value as we pursue solutions to these difficult problems.

Perhaps one of MWI's greatest strengths is that much of what the organization publishes on its website comes from members of the Army itself. In any given week, a reader might come across an article from an armor captain discussing his experiences as part of NATO's Enhanced Forward Presence mission in Europe alongside one written by the commanding general of Training and Doctrine Command explaining his vision for the future of the Army's Multi-Domain Operations. MWI has become a destination and discussion forum for people in the West Point community and in the Army, as well as for those in other services, and others with an interest in issues related to modern war.

Since its inception, MWI's mission has been to "generate new knowledge for the profession of arms, enhance the West Point curriculum, and provide the Army and the nation with an intellectual resource for solving military problems." With a dedicated staff, with the instrumental support of graduates, and with Academy leadership that believes in this mission and supports its initiatives, MWI has managed to have an outsized impact in just a few short years. With its focus on the three constituencies it aims to serve—the Corps of Cadets, the Army, and the nation—MWI is situated well for the coming years to continue pursuing its mission, help produce leaders that the operating environment of tomorrow will require, and advance smart thinking on issues related to modern war." ★

John Amble is the Editorial Director of the Modern War Institute at West Point. He is a former U.S. Army military intelligence officer and a veteran of both Iraq and Afghanistan.

The Modern War Institute at West Point is one of the Superintendent's Top Ten Strategic Priorities for Margin of Excellence support through WPAOG. MWI has benefited from private funding support from Ed Harshfield, former '62, the LTC Harry A. and Ann Floyd (1946) Scholar Endowment, Vinnie Viola '77, Land of the Free Foundation, the Boeing Company, Lockheed Martin Corporation, and class support committed from the West Point Classes of 1982, 1992, 1998, 1999, and 2006.



COL Everett Spain '92 (right) of the USMA Department of Behavioral Sciences & Leadership moderates a discussion after MWI's screening of *The Spymasters: CIA in the Crosshairs*. Panelists were Gen. (Ret) Michael Hayden (USAF), former director of the NSA and CIA (left), and Jules Naudet, co-director of the documentary (center).

"...at MWI there's a constant flow of articles that aim to provide solutions, and its connection to West Point really keeps MWI focused on the Army and what we need to do to make sure that lieutenants who graduate from here are ready for what's in store for them."

—John Amble, MWI Editorial Director



MWI Deputy Director MAJ John Spencer moderates a discussion with CPT Shaye Haver '12, one of the first two women to complete the Army's rigorous Ranger School.

The Power of Podcasts

Between 2013 and 2017, the percentage of the U.S. population that listens to podcasts doubled, with a quarter of Americans now counted as active podcast listeners. Among the many categories available for download, military and defense podcasts have established themselves as some of the most popular. MWI hosts two such podcasts.

Since 2016, MWI has published its flagship MWI Podcast. Each episode features an interview with an esteemed guest or panel of guests—general officers, retired diplomats, expert scholars, and others—for an insightful discussion on a topic related to modern war. Among the nearly 60 episodes released since the podcast's launch, MWI has interviewed former U.S. Ambassador to NATO Lieutenant General Doug Lute '75 (Retired), Secretary of the Army Mark Esper '86, award-winning journalist and best-selling author Sebastian Junger, Medal of Honor recipient Staff Sergeant Sal Giunta (Retired), and many more.

In 2017, MWI launched its second podcast series: The Spear. This podcast serves as a platform to explore the combat experience. Each episode features a one-on-one interview with a guest who talks about a particular combat event—a battle, a firefight, a mission—and his or her role in it. As a first-person account of combat, it serves as an incredibly powerful leader development tool. Listeners, whether cadets preparing to lead American men and women in uniform or officers and NCOs preparing for an upcoming deployment, can listen and engage with stories of leadership and decision-making under the unique conditions only found in a combat environment. Episodes have featured Major Jake Miraldi's '07 account of the 2009 Battle of Barg-e Matal, and the response to the "lob bomb" attack against COP Callahan in Iraq in 2007, told by Major John Chambers '06, who was an engineer with the battalion living and working out of the COP. The Spear is a powerful and important effort to capture personal stories of combat from America's modern wars.

Both podcasts have quickly become widely popular, accumulating more than 300,000 downloads. Together, they have helped MWI build a reputation as a resource to help develop a better understanding of modern war in innovative and engaging ways. ★



MWI Podcast: The Middle East, Russia and Beyond: Conversation with Ambassador Doug Lute '75, a 2018 WPAOG Distinguished Graduate Award recipient.



MWI Podcast: MWI's Editorial Director John Amble interviews Secretary of the Army Dr. Mark T. Esper '86.



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The Seasons of West Point



FALL

Fall at West Point is simply spectacular. The surrounding Hudson Highlands explode with color, the air is crisp and refreshing, throngs of grads return to their alma mater for reunions and tailgating, and everyone counts down the days to "Beat Navy."



RING WEEKEND

On the first Friday of the academic year, firsties, wearing their pristine India White uniforms, receive their “bold mold of rolled gold” at the annual Ring Ceremony at Trophy Point. Since 1835, every West Point class (with the exception of 1836 and 1869) has donned class rings to commemorate its bond to the Academy and the Corps, and, beginning with the Class of 2002, a portion of the gold in those rings has come from graduates’ rings donated through WPAOG’s Class Ring Memorial Program (also known as the “Ring Melt”). Ring Weekend is the first of many benchmarks for First Class cadets leading up to their graduation in May. After the ceremony another tradition takes place. Plebes mob the firsties and enthusiastically recite Ring Poop: “Oh my Gosh, sir/ma’am! What a beautiful ring! What a crass mass of brass and glass! What a bold mold of rolled gold! What a cool jewel you got from your school! See how it sparkles and shines? It must have cost you a fortune! May I touch it, may I touch it please, sir/ma’am?” After escaping the hordes of facetiously fawning Fourth Class cadets, firsties attend a formal dinner and a “hop” to celebrate the occasion of receiving their rings and assuming their position as leaders of the Corps.

FALL SPORTS

To many people, fall means football, but fall at West Point is also associated with approximately two dozen sports, depending on a fan’s interests. At the corps squad (or NCAA) level, fall means cross country, golf, rugby, soccer, sprint football, and swimming & diving. The Army West Point Hockey Team also begins its season in early October. At the club sport level, cadets participate in climbing, crew, cycling, equestrian, handball, skeet & trap, taekwondo, and triathlon. Fall is also the time for the Central Area Boxing Rumble, an outdoor event featuring male and female cadets boxing in seven weight divisions. Finally, cadet companies fill MacArthur time in the fall by playing basketball, flag football, soccer, team handball, functional fitness, and wrestling, with exciting and competitive brigade championship games dominating the second and third weeks of November.





BRANCH WEEK/BRANCH NIGHT

It's the second week of September, and an M1A2 Abrams tank, an AH-64 Apache attack helicopter, and an MIM-104 Patriot surface-to-air missile system occupy key points in Central Area: it must be Branch Week. Since 2012, Branch Week has been the Department of Military Instruction's Branch Education and Mentorship Program's main effort to educate the Corps of Cadets about the Army's 17 branches, with the goal being that they will make informed decisions during the branch selection process (see more about branch selection on p. 20). For four days, cadets get the opportunity to interact with branch displays and pose questions to representative officers and non-commissioned officers from units within those branches. Immediately following Branch Week, firsties submit their final

branch preferences, and at Branch Night in November they learn at long last in which branch they'll serve for the next eight (or more) years of their life. Other than Graduation, there is reportedly no more important event at West Point for a cadet than Branch Night. The entire First Class gathers in the Eisenhower Hall Auditorium, they listen to the words of a respected graduate on the impact of one's branch assignment, and they eagerly tear open envelopes containing their "first brass," branch insignia presented courtesy of their 50-Year Affiliation Class, the revelation of which releases bursts of joy among company mates and classmates. And why not? For the past two years now, 97 percent of cadets have received one of their top five branch preferences.



9/11 MEMORIALS

Many Americans commemorate the tragedy of September 11, 2001 by attending local ceremonies or with a "Never Forget" bumper sticker or T-shirt. West Point demonstrates its resolve to this mantra through action. First, from 6:00am to 5:00pm, teams of cadets run a loop around post carrying an American flag to honor those who perished on 9/11. Second, thousands of cadets, cadet candidates, faculty, and staff from the U.S. Military Academy and the U.S. Military Academy Preparatory School participate in the Tunnel to Towers 5K in New York City. Started in 2002, this annual run commemorates the heroic act of New York Firefighter Stephen Siller, who was on his way home when planes struck the World Trade Center on that fateful day. He ran through the Brooklyn Battery Tunnel with 60 pounds of gear on his back to the Twin Towers, giving up his life to save others. "We will never forget the heroes of that day...ordinary people, rising up to do extraordinary things in the face of danger," former West Point Superintendent Lieutenant General Robert L. Caslen Jr. '75 said last year during the 9/11 memorial at Trophy Point. Also during its annual memorial, West Point fires a cannon to signal a moment of silence for each plane that crashed into the Twin Towers, the Pentagon, and in Pennsylvania.



FALL AWARDS: NININGER AND THAYER

The West Point Association of Graduates presents two major awards in the fall. In September, the Nininger Award for Valor at Arms is given to a graduate who represents “all the West Point-commissioned officers who have heroically led soldiers in combat.” First presented in 2006, the Nininger Award is named for Lieutenant Alexander R. Nininger '41, who was posthumously awarded the Medal of Honor for his actions in the Philippines during World War II. The Nininger Award is endowed by the late E. Doug Kenna '45 and his surviving spouse Jean. In October, WPAOG presents the Thayer Award to “a citizen whose record of service to the country, accomplishments in the national interest, and manner of achievement exemplifies outstanding devotion to West Point’s motto.” While the first Thayer

Award recipient was recognized in 1958, General Douglas MacArthur, Class of 1903, the 1962 recipient, expounded on the ideals of West Point’s motto in his popularly known “Duty, Honor, Country” acceptance speech, which nationally elevated the magnitude of the Thayer Award. Some past recipients of the Thayer Award include Bob Hope, Neil Armstrong, President Ronald Reagan, Walter Cronkite, Justice Sandra Day O’Connor, Secretary Condoleezza Rice, and Gary Sinise. Beyond addressing the entire Corps of Cadets in the Mess Hall, the recipient also meets with cadets in the classroom and has his or her legacy of “Duty, Honor, Country” preserved for future cadets in the Thayer Award Room in Taylor Hall.

SCUSA

Each November, students from more than 120 colleges and universities nationwide, and from approximately 25 foreign countries, gather at West Point for the annual four-day Student Conference on U.S. Affairs (SCUSA). Started in 1948 to discuss how to rebuild Europe in the wake of World War II, SCUSA today attracts hundreds of outstanding scholars and practitioners each year to guide thousands of students through discussions on some of the most important foreign policy problems facing the United States. Every year SCUSA focuses on a new theme and features multiple panel discussions on regional or topical issues related to that theme. Led by CPOCs, or a Cadet Point of Contact, each panel, comprised of between 10 and 20 student delegates, discusses scholarly papers relevant to its issue, generates problem statements and courses of action surrounding that issue, and drafts a policy paper influenced by their discussion that could potentially impact U.S. foreign policy. Endowed by the Class of 1971 and the Olmstead Foundation, SCUSA invites a prominent diplomat each year to deliver a keynote address to the delegation. Previous SCUSA speakers include Henry Kissinger, Madeleine Albright, and Boutros Boutros-Ghali. Beyond an in-depth lesson in policymaking and fostering civil-military relationships, SCUSA is also a 12-month leadership development opportunity for West Point cadets, who exclusively organize and execute this world-class conference. ★



TALENT-BASED BRANCHING:

The Army's New Approach to Satisfying Both Supply and Demand

By Keith J. Hamel, WPAOG staff

It's Branch Night 2018. Cadet X is nervously sitting among his classmates. He is hoping that he'll find the gold sword and crossed lightning bolts insignia of the Cyber Branch when he tears open his envelope to learn in which branch he'll serve for at least the next five years, but he knows that his rank on the Order of Merit List (OML) is only middle of the road, and that the limited number of Cyber slots will likely be filled by cadets in the top third of his class. If this were 2011, and traditional OML or "legacy" branching was still the governing factor in determining branch assignments, Cadet X might open up his envelope to find the shell and flame insignia of the Ordnance Branch inside. But this is not 2011: Cadet X rips open his envelope and happily learns that he will be a Cyber officer upon commissioning. How did it happen? Answer: talent-based branching.

Introduced in 2013, talent-based branching seeks to meet the needs of the Army by aligning cadets' knowledge, skills, and behavior with branch talent demands. "We needed a system that got the right cadets into the right place," says Lieutenant Colonel Riley Post '01, a development officer from Army G-1 who is responsible for running the Army's Talent-Based Branching program. "Furthermore, we wanted to have a system that incentivized cadets to tailor their experience at USMA to prepare themselves as best as possible for their future, and help cadets understand where their unique talent set best serves the Army." Ultimately, talent-based branching, which is a multi-stage process over roughly 40-months, is designed to help cadets see themselves fitting into a particular branch.

For the above to happen, branches need to communicate what they are seeking in future junior officers. Prior to 2013, branches did not have a say in which cadets, or even the type of cadet, they would receive as officers, and it wasn't uncommon for some cadets, just because they had a high OML, to receive a branch assignment for which they were not well suited. According to the Strategic Studies Institute monograph *Starting Strong: Talent-Based Branching of Newly Commissioned U.S. Army Officers*, between 2007-10, when legacy branching was still being employed, "only 55 percent of West Point cadets commissioned into the Engineer branch possessed ABET-accredited (Accreditation Board for Engineering and Technology) degrees." Several other branches, ranging from Adjutant General to Signal Corps, were also receiving West Point commissioned officers lacking the domain-specific education for their branch.

Now the process is different. During Phase I of talent-based branching, the Department of Military Instruction's Branch Education and Mentoring Program (BEMP) provides cadets with information regarding branch talent demands in the form of branch "storyboards." Divided into color-coded sections, these storyboards detail the knowledge, skills, and behaviors each branch seeks in its officers. The storyboards also list five to six talents (from a list of 20 overarching talents that the Army maintains collectively define an officer) that are a priority for that branch, and no two branches look identical in terms of the talents they highlight, which helps distinguish the branches for cadets. BEMP also places branch lessons in West Point's military sciences courses and hosts events to educate cadets about the Army's 17 branches (e.g. "Branch Week"). Cadets also have access to the Army's branch education website, which offers eight-minute videos for each branch that go beyond the one-page storyboard and feature officers discussing the talents needed to excel in that particular branch. BEMP also encourages tactical officers, NCOs, and faculty members to share their experiences and guidance regarding the branch in which they serve.

Talent-based branching not only informs cadets about branches, it also helps cadets understand their unique talent profiles. Right after Cadet Basic Training, plebes take the Talent Assessment Battery (TAB), a proctored, three-hour "comprehensive exam" designed "to measure the cognitive and non-cognitive skills, knowledge and behaviors of each cadet relative to their peers and across the branches' talent demands" (according to the *Starting Strong* report). "It uses a lot of 'would you rather...' type questions to help cadets see their own talents," says Post. A little over a month later, cadets submit their first round of branch preferences, something they will do a total of six times over the course of their four years at West Point. Finally, the cadre weigh in via a Cadet Talent Evaluation, rating each cadet during his or her cow year on a scale of 1 to 3—"limited," "average," and "exceptional"—highlighting his or her top three talents and bottom three talents, and providing a short narrative about why they see cadet the way that they do.



A cadet meets with representatives from the Aviation Branch who were positioned on Diagonal Walk during Branch Week activities.



Members of the Class of 2018 open envelopes to see what branch assignment waits inside for them.

At the end of a cadet's cow year, Phase II of the branching process begins. In this phase, each cadet finalizes his or her cadet file. Thought of as a "branching resume," a cadet's file includes every academic, physical, and military score a cadet received at West Point—every IOCT time, every course grade, every summer detail evaluation, etc.—as well as a cadet's club activities, foreign language or computer language skills, study abroad experiences, military qualifications, and more. Cadets may also include a personal statement in their cadet file, articulating why they think their background and skills would make them a good fit for a particular branch. When complete, each of the 17 Army branches evaluate every cadet file for talent fit. The branches rate each cadet as "must select," "indifferent," or "do not select." Using all available data, a team of talent managers then provides each cadet with a comprehensive talent assessment, including a list of five "best-fit" branches. When cadets return from summer training, they consider this assessment, their experiences, and mentor input as they determine their final branch preferences.

Around mid-September of first year, Phase III begins, during which branches are first distributed by the standard OML process. "After three-and-a-half years of coaching and mentoring to help cadets see who they are and helping branches articulate what they need and getting the two to move toward each other, we run the initial branching solution," says Post. Initial branching recommendations are then provided to the Branching Board, which includes the Commandant, a faculty O-6, the head of the Department of Military Instruction, the USCC Brigade Tactical Officer, and a representative from the Army G-1. The Branching Board reviews potential talent mismatches, ensuring that West Point delivers the talent the Army demands. "If there is any chance that a cadet might not be a good fit for a branch, we want to put some human beings on the case," says Post. According to *Starting Strong*, the board does not see any personally identifiable information. "Their deliberations focus not upon race, ethnicity, or gender, but talent," say the report's authors. The board reviews approximately 150 potential mismatches every year, but less than five percent of

these cadets receive a new branching assignment. One of those who did for the Class of 2019 was Cadet X.

Ultimately, the Branching Board found Cadet X to be a much stronger talent fit for Cyber than Ordnance: He received "exceptional" ratings for three of Cyber's five priority talents, but on only one of Ordnance's; the talent managers identified Cyber as his best fit, while Ordnance did not crack the top five branch recommendations for Cadet X; his branch score for Cyber was 2.9 out of 3, while his score for Ordnance was just average; he majored in information technology, a degree favorable to Cyber, and he listed his proficiency in numerous computer languages in his cadet file; and, perhaps most important, the Cyber Branch Commandant indicated the branch wanted Cadet X, while the Ordnance Branch Commandant indicated that the branch was "indifferent" to him. Cadet X also included a personal statement in his file highlighting his talents and some of the intangible attributes that would make him a good fit for Cyber.

The above outcome would not have been possible under the old "legacy" branching process, as it was "blind" to talent. Furthermore, the incentives of today's talent-based branching allow Cadet X and all other cadets to learn and catalog information about their skills, knowledge, and behavior that were previously unknown. Reports indicate that more than 90 percent of cadets are changing their top three and top five branch preferences as a result of the talent-based branching process, considering new branches for which they might be better suited, rather than just merely reordering existing branch preferences. The branches are happier too. In 2017, Cyber got 13 out of their 20 "must select." Occasionally, a cadet in the top quarter of his or her class will get bumped from a branch preference determined solely by OML because the branch said they weren't a good fit for the skills, knowledge, or abilities it seeks in its officers, but more often than not, talent-based branching provides cadets in the bottom half of their class a chance to move up to receive a branch that is the best fit for their talents. "It's hard to argue with putting the right people in the right place," says Post. ★



CLASS OF 2019

Ring in Their Firstie Year Linked to the Legacy of the Long Gray Line

By **Brandon O'Connor**, Assistant Editor, *Pointer View*



At the 2018 annual WPAOG "Ring Melt," donated West Point class rings are put into a crucible for melting into an ingot that will be incorporated into the USMA Class of 2019 class rings.

Members of the Class of 2019 received their West Point class rings on August 24 during the Ring Ceremony at Trophy Point. The 1,082 members of the class were surrounded by family, friends and alumni as they received their rings following a speech by Commandant of Cadets Brigadier General Steve Gilland '90.

The class ring has been a tradition at West Point since 1835. In 2000, the West Point Association of Graduates added another tradition to the ceremony with the annual Ring Memorial Program, known affectionately as the "ring melt." Each year, the donated rings of graduates, most of whom are deceased, are melted into the gold used to make the rings for the current class. This year, 69 rings were donated and included in the gold used to make the Class of 2019's rings, the highest number of donated rings in the 18-year history of the program.

Among the 69 rings donated this year, nine belonged to members of the 50-Year Affiliate Class, the Class of 1969, and two belonged to members of the 100-Year Affiliate Class, the Class of 1919. Lynn Brown said she donated the ring of her husband Lieutenant Colonel Norman Brown, who died in 2016, and was member of the Class of 1969, as a way to keep his memory alive and forever tie him to this class.



USMA Class of 2019 Class officers with ring donors and members of the Class of 1969, their 50-Year Affiliate Class, pose with the crucible of donated class rings at the 2018 WPAOG "Ring Melt" ceremony.

Photos: Anthony DiNoto/WPAOG



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Above: Members of the Class of 2019 show off their new class rings after the August 24 Ring Ceremony at Trophy Point. **Below:** USMA Commandant BG Steve Gilland '90 and Class of 2019 President Tony Smith with the crucible of class rings donated for the Class of 2019 Ring Memorial Program.



"We were here on their R-Day, he did the March Back with them from Buckner and we were here for their Acceptance Day and planned to follow the class all the way through," Brown said. "After his unexpected passing two years ago, I knew that his heart was with this program and his class. He wanted to donate his ring. It keeps him affiliated with his affiliation class and the whole process of that legacy of the Long Gray Line, which is unbelievable."

Also included in the Ring Melt was the ring of Colonel Newell Vinson, a member of the Class of 1954, whose grandson Christian Vinson is a member of the Class of 2019. The ring was donated by Colonel Vinson's son Douglas Vinson, who is a Class of 1989 graduate. "It is hard to get your mind around that. It is such an amazing thing," Douglas Vinson said of his dad's ring being a part of his son's. "He passed in 2004. I think if he were here today, he would be jumping out of his skin he'd be so excited. I think the importance of West Point and his ring was so deeply felt and to see that passed along to not only me, but actually in the ring of his grandson would have been all he could take."

Emblazoned with their class crest and motto, "So Freedom Will Reign," on one side and the West Point crest on the other, the "bold mold of rolled gold" the firsties received will forever tie together the Class of 2019 and all those who have come before them at West Point. ★

View the Class of 2019 Ring Memorial Ceremony video at:
vimeo.com/286411670

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WINTER

Winter at West Point is a season full of traditions to remember. After the excitement of the Army-Navy football game in December, the legendary “Gloom Period” begins.

Until the first spring colors start to emerge, the gray weather and gray granite of West Point mean that the chill of winter has taken over, even though snowy days can be among the most beautiful of the year.



The Seasons of West Point



ARMY-NAVY FOOTBALL GAME

The pageantry of the annual Army-Navy Game is unmatched by any other sporting event in the country. The storied rivalry marks the end of the college football season, where Americans unite to see the two finest service academies go head-to-head for the most coveted bragging rights in all of sports. “America’s Game” unites cadets, parents, fans and U.S. Army leadership for a display of gridiron grit that has kept fans on the edge of their seats for the past 118 years. And if last year’s snowy splendor was any indication, the Army-Navy game, which is played in early December, is somewhat of a kick-off to a West Point winter.



POST NIGHT

During Post Night in February, first class cadets gather to learn the U.S. Army posts to which they will report to upon commissioning.





RING MELT

In the midst of a cold and gloomy winter, things heat up for the cow class in late February with the annual WPAOG Ring Memorial Program or “Ring Melt.” Each year since 2000 (for the Class of 2002), gold from class rings worn by past USMA graduates is melted down and mixed into gold for the rings of West Point’s next graduating class, creating a tangible and symbolic link between members of the Long Gray Line. In 2019, WPAOG plans to host the ceremony at West Point.



GLOOM PERIOD

This legendary period at West Point, where dark gray skies project a gothic glow against gargoyles and historic granite buildings, where icy winds off the Hudson River rip through the narrow passes between barracks, where snow and fog blanket the hallowed grounds throughout the depths of winter—the season between January and spring break is known as “Gloom Period.” One can’t help but wonder if the work of West Point’s most famous ex-cadet, Edgar Allan Poe (ex-1834), was inspired by a “midnight dreary” in his gloomy surroundings.



100TH NIGHT

The 100th Night Show exists on a continuum somewhere between Elizabethan Shakespeare and *The Rocky Horror Picture Show*. Marking the 100 days before graduation (typically in mid-February), this winter tradition began as a Mess Hall celebration during which plebes and upperclassmen temporarily exchanged dining duties one February shortly after the Civil War ended. Skits soon evolved, and it

wasn't long before the show took to the stage with compositions, choreography, and costumes creatively interpreting the highlights of the graduating class's years at the Academy. Legend has it that Mark Twain patronized early productions, and the plot of the 1950 film "The West Point Story" is mainly about staging a 100th Night Show.

YEARLING WINTER WEEKEND

In February, Yearling Winter Weekend celebrates surviving and thriving through a year and a half of hard work and the first year at West Point with more privileges and leadership responsibilities. It is also the first event entirely planned and executed by yearlings. The weekend features a formal banquet with a prestigious guest speaker and a hop for yearlings and their guests.



PLEBE PARENT WEEKEND

In March, Plebe-Parent Weekend (PPW) is the first opportunity for fourth class cadets to show their families how much they have developed since R-Day. As the upperclass cadets depart for spring break, plebes, as directed by the Brigade Tactical Department, take over the preparation for receiving families for PPW. Families have the opportunity to take tours of West Point and the barracks, visit classes, speak to instructors and see cadets parade in the PPW Review. The weekend culminates with the unveiling of the class crest at an evening banquet. ★

The Seasons of West Point



SPRING

Springtime at West Point is a glorious season. As Gloom Period gives way to sunny days, the surrounding hills turn green again. Cadets spend more time outdoors, both for training and recreation. The fullness of the Long Gray Line becomes evident, from the oldest graduates attending reunions to the newest graduating class as they joyfully leave Michie Stadium after graduation.

Photo: Anthony DiNato/WPAOG

PREPARATION FOR SUMMER AIADS

Spring is the season for Academic Individual Advanced Development (AIAD) preparation. What's an AIAD all about? Research connecting West Point to the Army and to the nation. Internships at organizations and institutions such as the U.S. Supreme Court, the FBI, Facebook, and Lockheed Martin. Cultural immersion providing cadets experience abroad with foreign military academies and training, educational institutions, and NGOs. According to USMA, "These academic immersions allow cadets to experience the intersection of theory and practice in domestic and international settings." Each spring, USMA is hard at work matching cadet preferences to available opportunities. Faculty members conduct interviews with cadets to further discern the suitable match. There is always paperwork involved and that takes time, too. And while most AIADs occur in the summer, the Departments of History and Military Instruction both offer programs during spring break. Most AIADs are made possible through donations to the Margin of Excellence via WPAOG.



FOUNDERS DAY

In early spring, graduates and members of the extended West Point Community gather at events around the globe to formally celebrate the March 16, 1802 establishment of West Point by Thomas Jefferson. These celebrations, known as Founders Day Dinners, are an early 20th century phenomenon, probably in imitation of the extended celebration of the Centennial of the Academy in 1902. The West Point Society of New York claims the first, but some graduates in the Philippines may have held a less formal observance

earlier. Now over 140 West Point Societies celebrate Founders Day, and many welcome a visit from the Superintendent, Commandant, Dean or Director of Intercollegiate Athletics at their annual event. Deputies and Department Heads also are in demand, while retired general officers and West Point Association of Graduates executives fill out the roster. The purpose of these gatherings in fellowship is to reaffirm the traditional values of "Duty, Honor, Country" and service to the nation.





SANDHURST MILITARY SKILLS COMPETITION

In 1967, the Royal Military Academy Sandhurst presented West Point with a British officer's sword. The intent was for the sword to be the prize for a competition, the aim of which was to promote military excellence among the Corps of Cadets. The original purpose statement reads as follows—"To provide the Corps of Cadets with a challenging and rewarding regimental skills competition, which will enhance professional development and military excellence in selected

soldier skills." Today, the competition has evolved to become the "world's premier international academy military skills competition." In April 2018, the field included teams from each USMA cadet company, two elite "at large" teams from USMA, a USMAPS team, over a dozen international teams, eight ROTC program teams, and teams from three other U.S. service academies.



PROJECTS DAY / DONOR TRIBUTE DAY

West Point typically holds its annual Projects Day in early May to showcase academic excellence. Hundreds of posters, presentations, performances and briefings across West Point include projects from all academic departments, the Department of Military Instruction, the Department of Physical Education, and visiting universities. Cadets present capstone work developed in Academic Individual Advanced Development (AIAD) opportunities, research projects, and other academic pursuits, many made possible by private funding. WPAOG's annual Donor Tribute Day, held in conjunction with Projects Day, demonstrates how the generosity of donors to the Margin of Excellence makes a significant difference for the Corps of Cadets. Donor Tribute Day expresses our appreciation to donors and gives them an opportunity to see firsthand the impact they have on projects representing the best of cadet intellect, creativity, and commitment.

ALUMNI WEEK / DISTINGUISHED GRADUATE AWARDS

The week leading up to graduation is perhaps one of the busiest weeks at West Point. Known as “Grad Week” by the cadets, it is also an important time for the more senior members of the Long Gray Line. USMA hosts the 50-75 year class reunions, honored in an Alumni Review. Just prior to the review are the traditional Alumni Exercises, where the reunion classes march along Diagonal Walk, in



order of seniority, behind the newest class of Distinguished Graduates. At the very front of the march is the oldest living graduate present, who lays a wreath at the Thayer Statue. (For the last two years, West Point was honored to have THE oldest living graduate in attendance!)



THE SEASONS OF WEST POINT



GRADUATION

Graduation could be looked at as a week-long event. While the older alumni are celebrating Alumni Week and honoring the newly-minted Distinguished Graduates, the firsties are closing out their 47-month experience. Families and friends arrive at West Point to attend receptions, awards ceremonies, and the Graduation Banquet. Then, on Saturday morning, it is time. Staged in the Foley Athletic Center before the procession into Michie Stadium, the graduating class spends their final moments as cadets. Then it starts. The stadium is quiet as the class begins marching to their seats. After remarks, and the commencement address by a senior military leader, the Commandant of Cadets administers the oath of office. The ultimate goal of every cadet is hearing that final command, “Dismissed!” Then, the iconic moment of completion is the tossing of white caps into the air. And whether it is the valedictorian or the goat, each graduate leaves the stadium as a second lieutenant, ready to put West Point in the proverbial rear-view mirror. There is still final clearing to do, and bar-pinning ceremonies, but when the sun goes down on another Graduation Day, everyone can say, “Well done!” ★





“It’s better to look up.” —Carl B. Cook

Cadets and soldiers participated in four iterations of Air Assault training at West Point from May 30 to June 29, 2018.



Photo: Michelle Eberhart/USMA PAO



Grad Link

Grad Link: Connecting Hearts in Gray

To further WPAOG's vision for the Long Gray Line to be "the most connected alumni body in the world," WPAOG launched its new Grad Link mobile app in May 2018 to offer an enhanced level of connectivity with fellow grads. It has been quite popular—in just the first few months, more than 5,900 graduates have registered for the Grad Link program. Join this growing network by downloading Grad Link today!

Grad Link expands upon the familiar "Find a Grad" feature from the WPAOG website, allowing you to directly connect with fellow grads. It combines data on file at WPAOG with information from your LinkedIn profile to help you quickly and easily find grads who share your interests. "Grad Link is great and I've already put it to good use," said Joseph Kane '90. "It's impossible to measure the impact of finding someone after over 30 years!"

The information from Find a Grad—now available in Grad Link—includes your email address, geographical location, cadet company, and graduation year. The same privacy features are also in place. You can conceal some of your personal information (email address, geographical location) or be removed from the program completely. You can access this free, secure platform

today through the Google Play Store, Apple App Store, or with your web browser. To ensure an easy sign-up experience, please make sure the email address attached to your LinkedIn account is on file with WPAOG by contacting GradLink@wpaog.org.

WPAOG's priority is to make it easy for graduates to maintain and strengthen their connection with fellow West Point alumni. "I am proud to see us get closer every year to our vision of the Long Gray line being the most connected alumni body in the world, and we are approaching this goal in many different ways. Grad Link is our latest endeavor that uses innovative new technology to make it easier for graduates to leverage the powerful network of more than 52,500 West Point graduates worldwide," said Todd Browne '85, President and CEO of West Point Association of Graduates. ★

"I am excited about the platform. I travel quite a bit and will be incorporating it into my planning process. I am looking forward to experiencing Grad Link!"

—Michael Princi '91

"This is an awesome initiative, and I'm pumped that you all are pushing these types of capabilities. Keep up the good work!"

—Alex Panosian '11

WEST POINT ASSOCIATION OF GRADUATES GRAD LINK

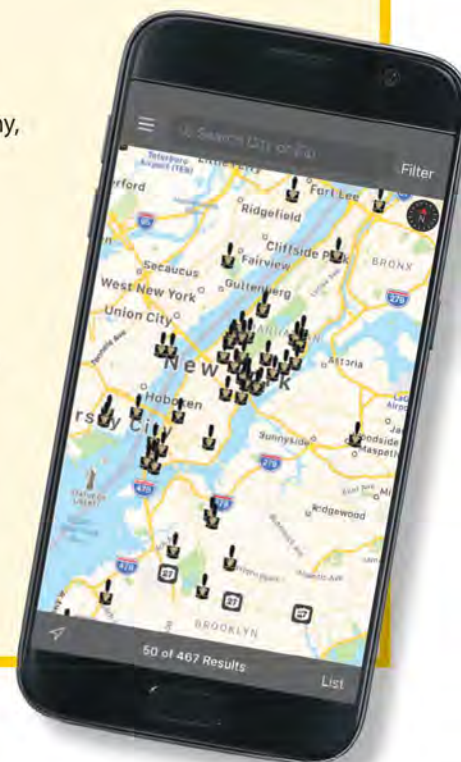
Features & Benefits of Grad Link

- Password-protected and only open to the Long Gray Line.
- Search for fellow graduates by name, profession, industry, class, cadet company, and many other filters.
- Find fellow Old Grads near where you live or work.
- Discover and network with professionals in your industry and city.
- Quickly see everyone from your class.
- Connect with the West Point Association of Graduates for the latest graduate, cadet, class, Society, and Academy news updates.

Download WPAOG Grad Link today!

Google Play Store & Apple Store: Search for WPAOG Grad Link

Web Browser: <https://community.evertrue.com/wpaog>



“Easy to use, intuitive and powerful. I have already reached out to a few lost classmates in the area...keep up the great work and thanks for the continued efforts.”

—Victor Ugenyi '10

“Grad Link is great and I’ve already put it to good use... It’s impossible to measure the impact of finding someone after over 30 years!”

—Joseph Kane '90

The Seasons of West Point



SUMMER

Summers are typically quiet at most colleges. Not at USMA, where cadets train in the outdoor classroom of the West Point Military Reservation, and where more than 1,000 tourists visit daily during the summer months.



R-DAY

Once described as “the longest day you’ll never remember,” R-Day, or “Reception Day,” is the annual first step civilians take to becoming cadets at West Point. After a quick “60-second goodbye” with parents and loved ones, cadet candidates begin their in-processing, passing through about two dozen stations in Thayer Hall (from dental records and physical assessments to being measured for uniforms and receiving Cadet Basic Training [CBT] company assignments). They exit Thayer as “new cadets,” having taken their official “Oath of Allegiance” at one of the stations. It is then on to Central Area, where they learn how to greet members of their company, how to salute, and how to march. They also “enjoy” their first meal in the Mess Hall and receive a complimentary haircut. Before entering their company’s barracks and unpacking their gear, new cadets must successfully report to the renowned “Cadet in the Red Sash,” a feat that may take multiple attempts. R-Day ends with the new cadets, formed into their CBT companies, marching onto the Plain for the first time and, in front of family and friends, reciting the oath they took earlier in the day. One day down—approximately 1,425 more to go before graduation.



WEST POINT BAND SUMMER CONCERT SERIES

Popularly known as “Music Under the Stars,” the West Point Band Summer Concert Series is performed at Trophy Point from early June to Labor Day. Each concert is free and open to the public. Some concerts feature the USMA Concert Band, playing traditional big band or symphony music, while other concerts feature the Benny Havens Band playing contemporary rock, pop, and country music

favorites. The highlights of “Music Under the Stars” are the Independence Day concert, which concludes with a spectacular fireworks display over the Hudson River, and the Labor Day concert, the finale of the series famous for its climactic performance of Tchaikovsky’s *1812 Overture*, complete with cannon fire.



CADET SUMMER TRAINING

From late May until mid-August, the 16,000 acres of West Point's Military Reservation is home to all types of cadet summer training. Rising firsties (and a few rising cows) complete two-plus weeks of Cadet Leadership Development Training (CLDT), the 24/7 capstone training and assessment event for USMA's Military Program. CLDT puts cadets through three mission scenarios of platoon operations—offense, defense, and movement to contact—each designed to test cadets' tactical problem-solving abilities in a field environment and leadership under stress. Cadet Field Training (CFT) prepares rising yearlings to be team leaders by developing character, toughness, and problem-solving skills across several training events, including advanced land navigation, urban operations, a water-confidence course, and a 96-hour capstone field training exercise. Cadet Basic Training (CBT or "Beast Barracks") introduces new cadets to Army culture and prepares them for the academic year ahead. Over the course of six weeks, new cadets learn basic Army skills such as communication, marksmanship, land navigation, tactical combat casualty care, rappelling, and, of course, use of a gas mask (in the famed "House of Tears"). The summer months at West Point also involve four iterations of Air Assault

training and two sessions of the Summer Leaders Experience (SLE), an immersion program offered by West Point Admissions to give high school students a glimpse of what it's like to be a cadet.



RUN BACK / MARCH BACK

At the conclusion of Cadet Field Training, yearlings jog 7.15 miles from Camp Buckner on the Military Reservation to the steps of Washington Hall in Central Area. Leading the roughly 1,300 cadets is a flag bearer carrying the new class flag, presented to them 24 hours earlier by their 50-Year Affiliation Class. During the Run Back, the yearlings pass the new cadets in Cadet Basic Training (CBT), who are marching out to Camp Buckner to complete the last two weeks of their summer training. At the end of CBT, the new cadets complete their own culminating event, a 12-plus mile March Back. During the portion of the march from the Victor Constant Ski Area to Central Area, two new cadets carry a banner displaying the class motto, the first element of their class identity at West Point. Since 1999, several hundred “Old Grads” have also accompanied the new cadets during the March Back, including some from their

50-Year Affiliation Class. “Having Old Grads march with us demonstrates the unity between West Pointers,” said then New Cadet Will Morningstar ’20. “Despite the time gap between classes, we are still one Long Gray Line.”



THE SUMMER ENDS WITH A'S: A-DAY AND AFFIRMATION

At the end of “Reorg Week,” the transition from summer training to the academic year, new cadets officially become plebes during the A-Day, or “Acceptance Day,” parade ceremony. The A-Day Parade features a symbolic moment when the companies on The Plain open ranks to welcome in their new plebe company mates. To mark the occasion, the now “plebes” are allowed to wear their white hats for the first time, indicating their formal acceptance into the Corps of Cadets. On the Sunday evening prior to the start of the academic year, cadets don their India white uniforms, gather in Thayer Hall’s Robinson Auditorium for “Affirmation,” reciting an oath administered by the Commandant affirming their commitment to five years of active duty service in the United States Army upon graduation from West Point. At the end of the ceremony, cadets receive a Class Coin from their 50-Year Affiliation Class, symbolizing the commitment of both to the Profession of Arms and commemorating this momentous occasion in the Second Class cadets’ 47-month journey. ★





Calling All Grads!

Participating in WPAOG Governance: How You Can Have a Lasting Impact on the Long Gray Line

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

Have you ever wondered what it would be like to shape the WPAOG of the future? To have the ability to support cadets, who will later have a global impact as graduates that could last for generations? To lead and meet the ever-changing needs of the diverse Long Gray Line? Such are the responsibilities of WPAOG's 16-member Board of Directors and 54-member Advisory Council.

Each year, WPAOG seeks approximately five graduates to serve on the Board of Directors and another 18 graduates for the Advisory Council who are willing to assume these vital leadership challenges and responsibilities. "Elected by the general membership, the Board of Directors provides strategic oversight and guidance to WPAOG's CEO permanently located at West Point," says Lieutenant General Joe DeFrancisco '65 (Retired), Chairman of the West Point Association of Graduates, "and an Advisory Council composed of equal numbers of Advisors at Large, elected by the general membership; Society Representatives, appointed by selected

societies; and Class Representatives, appointed by six society regions, advises the Board of Directors." Board members and Advisors at Large serve a three-year term and may be re-elected to serve a maximum of nine consecutive years. Society and Class Advisors serve one three-year term. And what a difference a graduate could make during this time frame!

Once graduates are elected to a WPAOG governance position as a Board member or Advisor, WPAOG's Chairman appoints them to one of WPAOG's 12 committees (see sidebar) for a one-year term. "A lot of the heavy lifting within WPAOG Governance is done by committee," says Colonel Herman Bulls '78 (Retired), former WPAOG Vice Chairman and current member of the Board of Directors, "and a lot of committee members serve in areas where they have professional training." It is the job of the committees to recommend policies to the Board of Directors relating to WPAOG's mission to serve West Point and its graduates. "In doing so," says

DeFrancisco, “the committees must consider all of WPAOG’s varied constituencies: regular members, cadets, parents, widows and widowers, donors, and friends of West Point, as well as West Point and Army leadership, Congress, and the American public.” For this reason, WPAOG Governance needs to be as diverse as possible in terms of gender, ethnicity, geography, and more. Quoting Stan Shipley ’73, WPAOG Vice Chairman, “Because we are involved in so many activities involving many different people, we need highly qualified Board members and Advisors with diverse backgrounds.”

Graduates who are selected to serve on WPAOG’s Board of Directors or as Advisors describe it as a unique and very rewarding experience. Susan Irons ’89, a Class Representative on the Advisory Council, says, “What makes WPAOG Governance special is that, even though we all come from different backgrounds, each one of us has shared in the 47-month West Point experience, we know what the Academy gave us, and all want to do our part to make sure that our alma mater continues to be the best service academy in the United States.” Even though Irons must travel from South Dakota to attend WPAOG Governance meetings, she says the rewards far outweigh the distance and travel time required. “It is rewarding to me to have the opportunity to see the impact that West Point is

having on our future leaders, our country, and the world,” she says.

“WPAOG Governance is about making a difference on the future of West Point,” says Bulls, who also admits that he has received great satisfaction in return for what he has given back to the Academy.

“Serving on the Board or as an Advisor is about preserving the values of West Point, maintaining the positive brand position of the Academy, and keeping it competitive for the future.” Not only that, as Shipley points out, WPAOG Governance helps support individual graduates with career services and various member benefits, and provides great support to classes and societies for reunions, events, and gift projects. “Our new services to graduates have expanded and will continue to do so under current WPAOG leadership as we seek to become the most highly connected alumni organization in the world,” he says.

There’s no denying the importance of WPAOG Governance, and those seeking opportunities for service as an Advisor or Board member can experience this importance simply by becoming involved with the activities of their class or local West Point Society. ★

WPAOG COMMITTEES

Required in Bylaws

Alumni Support— Recommends policies pertaining to WPAOG activities and services offered in support of West Point graduates, classes, and societies.

Audit and Compliance— Recommends policies related to WPAOG’s internal accounting controls, selects external auditors and approves their annual audit plan, and reviews the results of the external audit.

Compensation— Recommends compensation for staff.

Development— Advises on the Association’s fundraising programs.

Ethics— Recommends conflict of interest and whistleblower policies and procedures.

Governance and Board Affairs— Recommends policies pertaining to governance issues/processes and develops membership evaluation tool to gauge effectiveness of WPAOG’s governance.

Nominating— Selects and recommends to the membership nominees for Chair, Vice Chair, Directors, and Advisors at Large.

Established by the Board of Directors

Distinguished Graduate Awards (DGA)— Reviews nominations and recommends DGA selectees to the Board for approval.

Diversity and Inclusion— Advises on all aspects of diversity and inclusion, including policies, programs, and services provided to alumni.

Finance— Advises the Board on all significant financial issues associated with the execution of the strategic plan and to assist it in carrying out its fiduciary responsibilities.

Investment— Establishes investment objectives, allocation ranges, risk levels, and performance objectives with respect to the investment funds of WPAOG.

Information Technology (IT)— Advises the IT staff on designing, building, procuring, implementing and supporting information systems and technology.

Thayer Award Nominations Task Force— Develops and submits nominations for the West Point Association of Graduates Sylvanus Thayer Award. These are in addition to nominations received from graduates.

Thayer Award Committee— Reviews nominations and recommends Thayer Award selectee to the Board for approval.

WPAOG Nominating Policy for Directors and Advisors

- WPAOG promotes the welfare of West Point and supports and serves its graduates.
- WPAOG's Board of Directors manages the affairs of the Association.
- WPAOG's Advisory Council advises the Board of Directors on matters pertaining to the Association's affairs.
- Any graduate who is dedicated to the ideals and principles for which WPAOG stands and who is sincerely interested in serving the Academy and its graduates is encouraged to seek a position on the Board of Directors or Advisory Council.

Nomination Information

WPAOG has a standard set of policies and procedures for all candidates wishing to serve on the Board of Directors or the Advisory Council.

- 1) Each candidate needs a nomination packet containing three items:
 - a. A nomination letter from a USMA graduate (other than the candidate) addressing the nominee's character, leadership, service, and commitment to the values of "Duty, Honor, Country."
 - b. A letter from the candidate stating his or her desire to serve, his or her awareness of the duties and responsibilities of WPAOG's Directors and Advisors, and his or her answers to the following criteria:
 - i. Military service, including highest rank attained
 - ii. Service at USMA
 - iii. Status (retired or active) and Service (Reserve or National Guard)
 - iv. Post-graduate education and degrees
 - v. Current position, duties, and responsibilities
 - vi. Any past WPAOG activities
 - vii. Any USMA Class leadership or committee activity
 - viii. Any West Point Society activity
 - ix. Any USMA Admissions activity or support
 - x. Any Army Athletics activity or support
 - c. A recent photo in high-quality digital format.
- 2) Submit nomination packet to WPAOG via email or mail before July 1.



Timing

No later than 90 days prior to each Annual Meeting (held at West Point on the Tuesday before Thanksgiving), the Nominating Committee advises Regular Members of the nominees it has selected to fill open positions, one nominee per position; however, no earlier than 75 nor later than 40 days prior to the Annual Meeting, Regular Members have the right to place candidates on the ballot by petition. This process allows the Nominating Committee the ability to structure a slate that is optimally suited for the needs of WPAOG Governance while at the same time permitting members to add nominees if there is sufficient backing for them. Then, 30 days prior to the Annual Meeting, WPAOG's Secretary will send out ballots to each Regular Member with the names of all nominees, indicating who was nominated by the Nominating Committee and who was nominated by petition. A plurality of votes at the Annual Meeting determines who will serve on the Board or the Advisory Council.

For more information pertaining to the WPAOG Nominating Policy for Directors and Advisors, call 845.446.1519.

West Point

ASSOCIATION OF GRADUATES



CONNECTING EVERY HEART IN GRAY

The **Long Gray Line Fund** supports WPAOG programs and services, including this magazine, that keep all hearts in gray connected to the Academy, the Corps of Cadets, and each other. With your help, we can achieve our vision for the Long Gray Line to be the most highly connected alumni body in the world.

Grip Hands with fellow graduates and friends and support the **Long Gray Line today**.

For more information, visit us online or call: westpointaog.org/longgraylinefund 845.446.1650

As of August 2018, Long Gray Line Fund activities by the numbers:

269

Memorials in TAPS

139

Societies
Worldwide

5,000+
Grad Link Users

81

Living
USMA
Classes

92

Rockbound Highland
Home Grad Insider Tours

23

Class, Shared Interest Group,
Sport, and Club Reunions

153

Events in the Great Hall

WPAOG Award
Recipients

8

Trips offered
through the
Alumni Travel
Program

18

31

RINGS DONATED TO THE
RING MEMORIAL PROGRAM

32

CIVIL PREP
SCHOLARSHIPS

4

Issues of *West Point*
Magazine to 56,000+
graduates, parents,
families and friends.

FOUR ANNUAL SERVICE ACADEMY
CAREER CONFERENCES IN THE U.S.

77

Memorial Support for
Graduates & Spouses

Number of financial
accounts managed
for USMA, Classes,
and WPAOG

187

March Back



R-Day



USMA 2022 JOINS THE CORPS

R-Day



R-Day



Photos: Michelle Eberhart; Bryan Ilyankoff; Eric S. Bartelt; Michael Lopez/USMA PAO



R-Day



R-Day, March Back and A-Day

More than 1,200 new cadets reported to U.S. Military Academy at West Point for Reception Day on July 2, 2018. Throughout the day, candidates became new cadets, and at the end of the day repeated their Oath of Allegiance in their first parade, in front of proud families and friends. Thus began an intense six weeks of Cadet Basic Training. On the last night of the training, the class unveiled its motto: *For Many, Stand the Few*.

On August 13, the new cadets completed the 12-mile March Back from Cadet Basic Training at Camp Buckner accompanied by 257 Old Grads, representing 46 West Point classes. Sixty-six members of the Class of 1972, their 50-Year Affiliation Class, proudly represented the Proud and True. The last two miles of the march were on post, where the new cadets were cheered on by community and family members lining the roads.

On August 18, the Class of 2022 was officially accepted into the United States Corps of Cadets at the Acceptance Day parade in front of hundreds of proud family members and friends, culminating a summer of strenuous Cadet Basic Training followed by Reorganization Week. ★



R-Day



A-Day



R-Day



Photos: CDT Amanda Lin; Matthew Koeller; Michelle Eberhart/USNA PAO

SUMMER TRAINING 2018

Summers at West Point mean military training. Cadet Leader Development Training (CLDT) begins just after graduation for most rising firsties and some rising cows. In CLDT, cadets employ tactical problem-solving skills in a changing battlefield environment to develop their leadership abilities and learn how to make decisions under stress. Rising yearlings head to Camp Buckner for Cadet Field Training (CFT), a multi-week program emphasizing land navigation, marksmanship, patrolling, and fundamentals of indirect fire. In CFT events such as the Slide for Life (sliding 150 feet on a cable from a 53-foot tower and plunging into water) and the 96-hour field training exercise, cadets develop the toughness, character, and reliability to become effective cadet corporals and team leaders. Incoming new cadets participate in six weeks of Cadet Basic Training, learning Army values and culture and basic soldiering skills (marksmanship, tactical combat casualty care, rappelling, etc.). They also participate in fitness training to prepare them for the physical challenges of being an Army officer.

In 2018, in addition to these three main training events, 526 cadets graduated from Air Assault School, a 10-day intensive course taught at West Point by instructors from the Sabalauski Air Assault School from the 101st Airborne Division. Other upper class cadets went to military units around the world for Cadet Troop Leadership Training or to one of West Point's competitive Military Individual Advanced Development (MIAD) programs, which in 2018 graduated 764 cadets from training programs that included five Airborne classes, the Basic Mountain Course, Army Space Cadre Basic, SERE, Combat Diver Qualification, Rappel Master, Rifle Marksmanship Instructor, Jungle Operations Training, Machine Gun Leaders Course, Military Free Fall, Pre-Ranger Course and Sapper School. ★





WOMEN'S ARMY RUGBY: *The Sisterhood of WAR* at West Point

By Kim McDermott '87, WPAOG staff



The story goes that on a snowy evening in late fall 2002, the Commandant was out walking and observed a group of female cadets playing a game on Daly Field. When questioned, they answered that they were playing rugby. So impressed was he with their dedication, that he granted them 40 “authos” (authorizations or spots) to start a women’s rugby club. There is a bit of urban legend at work here. The backstory is that a very respectful—but persistent—cadet, Kafi Joseph ’03, led a campaign to form a women’s team.

Unable to speak directly with then-Commandant Brigadier General (Retired) Leo Brooks Jr. '79, Joseph and some others met with his Chief of Staff (a “rugger” himself) for the initial meeting to request approval for a team. Joseph saw Brooks on the day of the tryouts and asked, “Sir, we’ll see you later for the scrimmage?” It snowed that day, but the tryouts still took place that evening under the lights on Daly Field. Brooks did show up, and he approved the club that evening. To this day a team tradition is to play a “Snow Game” each year.

There were a lot of questions in the beginning. Was there an appetite for a women’s rugby team? How could West Point support

another competitive sports club requiring coaches, facilities and trainers? What teams would they play? Brooks recalls that there was significant opposition to forming a women’s team, from many angles and for many reasons. Brooks says, “I was a Rugby player, I always loved the game. My daughter was playing for UNC Chapel Hill when I became Commandant. I knew ladies could play competitively. I am proud to be a part of its beginning.”

Told that there was just no interest in having a team, Joseph got to work. Overnight, she had over 40 names. By the end of the week she had over 60. Several players on the men’s team helped the women run early-morning clinics and helped run the tryouts. The women

were literally learning from a book. Joseph used her trademark persistence to recruit the first-season head coach Lieutenant Colonel Michael Mahan '70 (Retired), who had previously coached the men's team. When he finally agreed to come to practice, "just once—to help her organize her efforts," there were about 40 women in the ballroom at Eisenhower Hall, the only space provided for practice. Mahan recalls, "Kafi began practice by pulling out a book she had gotten online and saying 'Okay ladies, today we are on page 72 discussing rucking.' That was it for me. I relented and said I'd coach them until we found a replacement." Major Leland "Butch" Stedje '72 (Retired), Mahan's assistant, took over the following year.

Full-contact sports for women is still new to a lot of people, and full-contact implies there are risks involved. The official website of USA Rugby says, "Rugby is one of the few true full-contact [team] sports and the only one offered by the NCAA for women. Physical contact occurs at virtually every phase of the game. A sport not solely defined by contact, a successful rugby team combines tackling, speed, strength, agility, passing, kicking, and driving for a multifaceted attack." The Penny Anderson Women's Rugby Head Coach Bill LeClerc, now in his sixth season, is happy West Point sees value in the sport because "it imparts the warrior ethos, grace under pressure and problem solving on the fly." Mahan concurs, "Every woman attending West Point should experience rugby—a warrior's sport. They learn to deal with pain, fear and exhaustion; and to function despite them. They need to take a punch in the nose and to give one and, all the while, continue to lead."

Unlike other sports, in rugby there are no differences between the game that men and women play. Women have the same rules as men. They play on the same size pitch, and the ball is the same size.

And they play both Fifteens and Sevens, in fall and spring respectively. The difference between Fifteens and Sevens is like night and day. Think aerobic versus anaerobic. A traditional game has 15 players and is played over 80 minutes. LeClerc likens it to "trench warfare. The better team will win over 80 minutes." The Sevens game has seven players, and the game is only 14 minutes long. In this game, LeClerc says, "anyone can win. You've got to embrace the fight and know that it's going to be physical."

"Every woman attending West Point should experience rugby—a warrior's sport. They learn to deal with pain, fear and exhaustion; and to function despite them."

—LTC (R) Michael Mahan '70

By 2011, the Army women had become National Champions—a testament to the athleticism of women at West Point. According to LeClerc, "[Rugby] is not intuitive to most people, but any good athlete can quickly pick it up. Also, there is a place for everyone, all body types." Cadet Bayleigh Gable '20, LeClerc's very first recruit, says, "We have girls over six feet playing lock and girls that are barely five feet playing scrum half, we have 150-plus-pound girls playing prop and 100-pound girls playing wing, we have super-quick girls running in the back line and strong tacklers battling in the forwards. No matter the size or body type, there is a position for everyone." Because everyone can play, the game imparts a sense of self-worth and a sense of belonging; women learn that they are capable of more than they know.



Previous page: Katherine Morgan '20 "going high" versus Central Washington. **Above, left:** Samantha Sullivan '20 in full stride versus Central Washington. **Above, right:** Zyekeela Crittington '19 sizing up her options.



Left: The team mascot (Coach LeClerc's bulldog, Scrum) giving a "Great game last week!" high five. **Right:** The captains and team sharing final thoughts before kickoff.

In the fall of 2014, West Point announced that the rugby clubs (both men and women) were becoming Corps Squad programs. Athletic Director Boo Corrigan said, "We're excited to elevate them. Women's Rugby, in particular, is an emerging sport in the NCAA." He noted that having a women's program would support the Admissions goal of getting more female applicants. He also thanked the Directorate of Cadet Activities for doing a great job with the clubs, and said the Athletic Department was poised to take them to the next level.

The great majority of players have never played the game before coming to West Point. Before the team became Division I, it was 100 percent walk-ons; currently it recruits about a half-dozen players each year. This number should continue to grow, as rugby is the fastest-growing high school team sport for women. LeClerc says, "There is definitely going to be more to see as time goes on." Also, the 2016 Olympics in Rio debuted Sevens and the first-ever women's rugby team, providing more exposure for the sport.

Rugby used to be a "fringe" sport, LeClerc says. "People gravitated to it because it set them apart." Now that it is more mainstream, there is a whole new level of professionalism attached to the sport. As with other sports, things like nutrition and proper conditioning are essential. This clearly appeals to a candidate who never thought she could be part of a varsity college program, never mind at the Division I level.

Asked about the difference between coaching at West Point versus the more experienced players he's coached, LeClerc says it requires much more patience on his part. He must learn how to develop their knowledge and skills as players, often as they are still learning the game. His observation is that cadets, especially those who haven't played before, will want to learn everything. They tend to ask lots of questions, even hypothetical ones. Overall, he finds coaching cadets with less experience very challenging, but infinitely more rewarding.

He says the best thing about West Point, indeed the U.S. Army, is that "no one cares where you came from. There's a level playing field and your walk of life does not matter." There is room for everyone to work together and succeed. LeClerc admires the cadets for their perseverance. "They have good days and bad days, but they still show up." He also finds it extraordinary how they can compartmentalize things. He tells the story of getting on the bus after losing a championship game. Acknowledging the disappointment to one of his players, Sydney Dossett '18, she replied, "Don't worry coach—we don't need trophies." He says, "They lose a game, and put it behind them. They get on the bus, turn on their computers and get back to work on their studies." This may intrigue him, but it's evidence of the mindset needed to be a cadet at West Point, and more—a winner. Work hard. Play hard. Learn lessons. Move on.

When Dossett graduated, she gave her coach an insight. She told LeClerc, "You're the only coach who ever believed in me." He realized then how much of an effect his work and the game have on the players. He says, "The game is the real teacher, we prep them for the lesson." Truly, he cares deeply about his players. Gable says, "Coach is one of the most kind-hearted people I have ever met. He genuinely cares about every one on this team." LeClerc always encourages his players to think big. "Why not?" he often asks. One of his players could be First Captain. Or a Rhodes Scholar. "West Point is a place where big things happen. A place respected for what we do and admired for how we do it." Gable says, "Coach has so much faith in our team and each of us, he sees the potential in each player and he gets so excited thinking about how good we can be." This season's team captain, Cadet Jill Bottarini '19, is the regimental commander for 1st Regiment.

Gable continues, "The team here is full of the most hard-working and determined players I have ever met. We all came here to be part

of something bigger than ourselves and that translates to this team. We work hard for each other and are constantly pushing one another to be better. We come from all over the country, so this is our family at West Point and we all love and support each other. I think that's the biggest positive impact rugby has had on my life; it has taught me to be accepting of everyone and treat people with the same love and respect as family. Rugby is a sisterhood, and I hope more girls join and come to love the game as much as I do." Stedje notes this as a value of the program, "a way of bonding that for rugby players is very special."

In the end, LeClerc knows that his players have "taken on a challenge, so when they stand in front of their first platoon they will be ready." He believes his players have no idea of the influence they have, now and in the future. Nor do they have any idea of how wildly successful they can be. But he knows that rugby will help take them there. ★

Given by Lee R. Anderson, Class of 1961, and Penny Anderson, the Anderson Rugby Complex, completed in May 2007, is home to the Army West Point Rugby teams. The Women's Rugby Head Coach position was named for Penny Anderson in 2016, in recognition of the Andersons' continuing support of the program.

To learn more about how you can support the Women's Rugby program or any Army West Point team, please contact Jonathan Rodak, Associate Director, Army A Club Annual Giving at 845.446.1542 or jonathan.rodak@wpaog.org or visit westpointaog.org/supportarmywomensrugby

Why Do I play Rugby?

I play rugby because I can be free and run without restrictions

I play because when I want to quit a voice inside of me tells me to play on

I can hit hard and shed blood and there won't be any bad blood

I can look to my left and to my right and actually trust her when she says "I'm with you"

I play because I've learned to fight with a team instead of being an individual

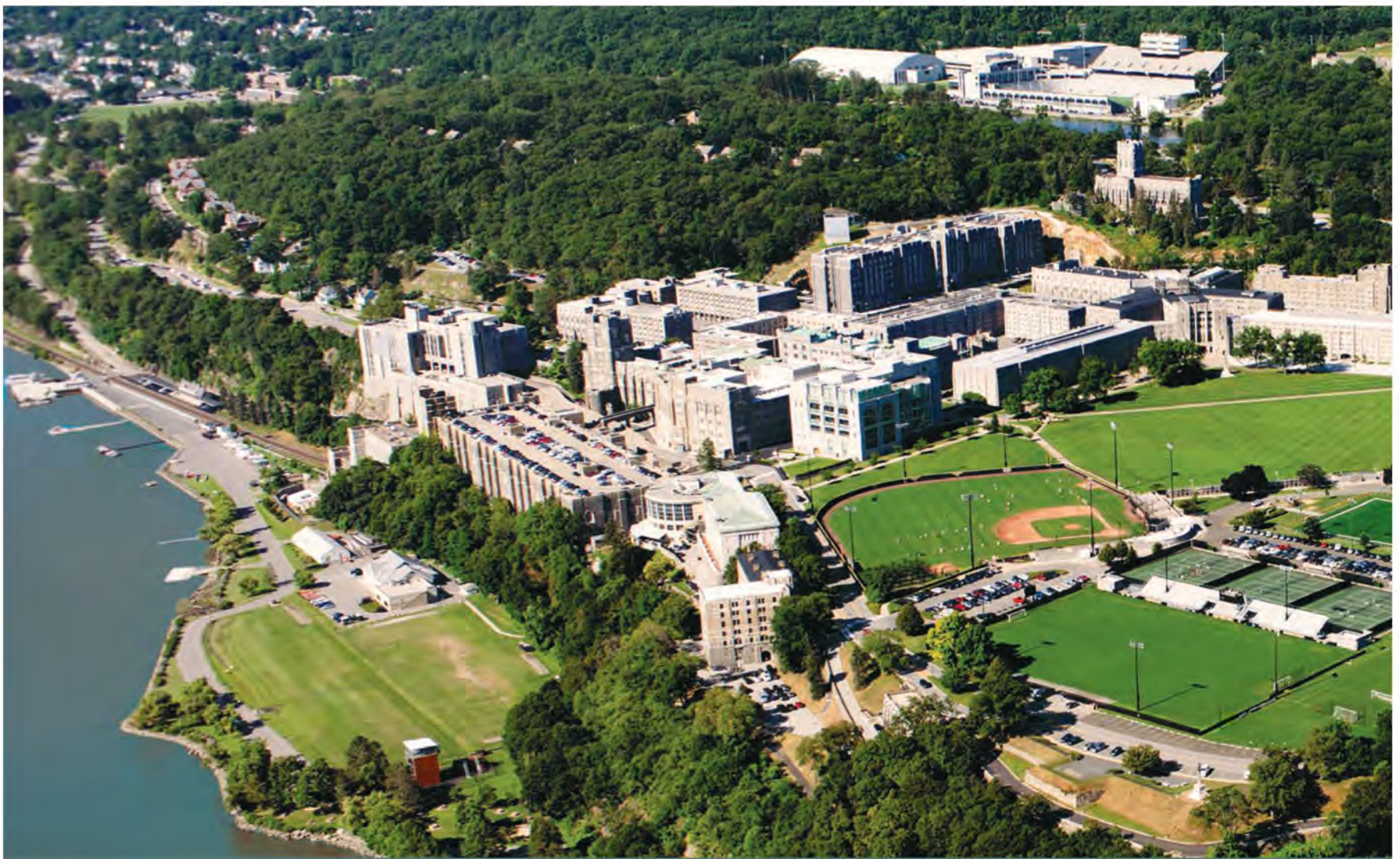
I play because I love the family that I've met and I know that I can count on them for anything

I play because I can actually call them my family.

-Kirsten Redmond '17



West Point's first Women's Rugby team, pictured in the 2003 *Howitzer*. Kafi Joseph '03 is at front center.



USMA 2035 | ENVISIONING & PLANNING

On August 17, 2018, Colonel Greg Boylan '94, Director of Strategic Resource Planning & Integration at the United States Military Academy, opened his briefing to those attending the West Point Association of Graduates Leaders Conference with a startling reality: West Point is decades overdue for a major modernization effort.

Since the end of the Spanish-American War, which established the United States position on the world stage and cemented the Academy's reputation as the preeminent source for officers to fight our nation's wars (evident via Congress' decision to increase the size of the Corps of Cadets to 481 cadets in 1900), West Point has undergone three major modernization efforts, each roughly 30 years apart: 1903-14, 1931-39, and 1958-77. While West Point has built isolated projects since then (Hollerder Center—1984, Arvin Cadet Physical Development Center—2005, Jefferson Hall—2008, Bartlett Hall renovations—2016), there hasn't been a holistic modernization of the Academy since the Vietnam era.

Upon recognizing and acknowledging this reality, the Academy has established a vision and plan for the future of West Point. Starting with West Point's mission, "...to educate, train, and inspire the

Corps of Cadets so that each graduate is a commissioned leader of character..." Boylan and his team conducted a functional analysis of what must be done to continue this mission in the future and identified four core strategic functions: 1) build the team; 2) develop the team; 3) sustain, secure, and resource the team; and 4) connect with, collaborate with, and contribute to the Army, academia, alumni, and America. This functional analysis thus shapes the vision for West Point's next modernization effort, which Boylan's office is calling "USMA 2035: Vision and Plan for the Future of West Point," and it addresses how USMA will perform these four core strategic functions across four essential domains: academic, military, physical, and "enablers" (the supporting infrastructure, utilities, and broader installation/community efforts needed to successfully complete the other domains). From Thayer Gate to the West Point Cemetery, from Central Area to



THE FUTURE OF WEST POINT



Camp Buckner, there does not seem to be a geographic part of West Point that this holistic modernization effort will not impact.

USMA 2035 is already underway, partly supported by appropriated federal funds and partly supported by private funding through WPAOG and the Margin of Excellence. The future vision unofficially kicked off in 2013 with the Cadet Barracks Upgrade Program (CBUP), a 10-year effort that is part of a larger Department of Defense Barracks upgrade project. This will be followed by the Academic Building Upgrade Program (ABUP), another decade-long modernization effort that will allow USMA the opportunity to reorganize academic, military, and physical development functions in order to enhance program delivery and mission execution. While these two programs will run sequentially, other modernization efforts will be underway at the same time, several with opportunities for support through individual or class giving, that will help the Academy retain its preeminence within academia (e.g., the West Point Humanities Center, Cyber and Engineering Academic Center—CEAC), in its connections to America (e.g., Trophy Point Revitalization Project and the Michie Stadium Preservation Project), and in its contributions to the Army (the Military Complex Upgrade, particularly upgrades to Camp Buckner and the training areas and ranges).

West Point has always been a central part of Army innovation. Regarding upgrades to the Military Complex, Cadets were doing air assault operations with helicopters as part of their military capstone exercise as early as 1958, which, at the time, was highly cutting-edge and forward thinking, given that air mobile tactics wouldn't be operationally employed for another seven years in Vietnam. It was an idea—an innovative idea—being tested at West Point, and this tradition of pioneering innovation is a theme that will continue throughout USMA's next major modernization effort.

Moving into the future, West Point must continue to be a core element in Army innovation and leader development. If it is not, Boylan fears the Academy will face another daunting reality: "If we don't invest now in the future to retain our preeminence, we will lose it, and we will never get it back...and if we are not preeminent in what we do, what purpose will we serve?" ★

NOTE: The images and descriptions on the following pages provide just a snapshot of the holistic modernization effort underway at the United States Military Academy.

To learn more about how you can support the USMA 2035 Vision, contact WPAOG's Development Office at 845.446.1650

USMA 2035 | ENVISIONING & PLANNING



1 WEST POINT MILITARY COMPLEX (ARMY FUNDED)

A 15-year plan to modernize sustainment, training, and mission command capabilities in order to facilitate a year-round military development program. Live, virtual, and constructive training environments will enable broader military development methods; modified ranges and an Unmanned Aircraft Systems (UAS) airstrip will enable integration of academic and research endeavors. The project includes making Washington Hall the hub of the West Point Military Complex, consolidating USCC, Military Instruction, Cadet Character Development, and cadet services under one roof.

2 DAVIS BARRACKS AND CADET BARRACKS UPGRADE PROGRAM (CBUP)(ARMY FUNDED)

The decade-long CBUP program includes both new barracks construction and upgrades to existing barracks. Completed in 2017, Davis Barracks, West Point's first new cadet barracks in four decades, features 287,000 square feet and 320 cadet rooms. It was designed to achieve Leadership in Energy and Environmental Design (LEED) Silver certification, and comply with the Department of Defense Antiterrorism Force Protection standards. At the same time, USMA's existing barracks are being modernized by "gut and remodel" in order to optimize space utilization and install completely new mechanical, electrical, and plumbing systems, including air conditioning. While the barracks interiors are modernized, their historic "military gothic" exteriors will be preserved to blend in with the rest of the 200-plus-year old post.



3 GRANT STATUE (GIFT FUNDED)

To be located on the north side of the Plain between Thayer Statue and the Sedgwick Monument, this 7.5-foot high bronze statue honors Ulysses S. Grant, Class of 1843, 18th President of the United States. The Grant Statue has already been fully gift funded by Secretary Robert A. McDonald '75 and his wife Diane.



THE FUTURE OF WEST POINT



4 CEAC (ARMY AND GIFT FUNDED)

To be located across from Mahan Hall and just south of Building 606, the new, interdisciplinary Cyber and Engineering Academic Center (CEAC) will be a 136,000-square foot project-based learning laboratory for cadets with majors in Civil and Mechanical Engineering, Electrical Engineering, and Systems Engineering. CEAC will feature architectural enhancements paid for via Margin of Excellence dollars that will enable and inspire collaboration across disciplines: the "Gateway" (4,500 square feet of indoor program space for cadet collaboration), the "Overlook" (a "commuter route" for cadets coming from Central Post to the new Engineering Complex), and the "Redoubt" (more than 5,000 square feet of adaptable space to support colloquia, tech-rich presentations, real-time teleconferences, war games, head-to-head Cyber competitions, and more).



5 WEST POINT CENTER FOR THE HUMANITIES (GIFT FUNDED)

As the eastern anchor of the Trophy Point Revitalization project, the Humanities Center will serve as an interdisciplinary hub exploring the human dimension of preparing cadets for warfare and leading soldiers in combat. The Humanities Center will feature gallery and exhibit spaces, an innovative, state-of-the-art theater designed to support lectures, films, theater, and musical and vocal performances, as well as academic conference spaces that will accommodate groups of varying sizes and provide convenient, flexible, and inspiring locations for various activities.



6 MICHIE STADIUM PRESERVATION PROJECT (GIFT FUNDED)

This project will remove the existing East Stands and build a new structure in its place that will include premium club level seating and various hospitality options, a new fan store, upgraded concessions and amenities, and improved stadium accessibility (entry and exit). It will also house offices for Army West Point Athletics, freeing up space in Building 639, ODIA's current home, for cadet development programs, including more than 100 cadet clubs. Finally, Memorial Plaza is envisioned to honor those who have served our country and the Academy, enhancing Michie Stadium's historic value as a way of relating West Point's importance to the nation.



7 TROPHY POINT REVITALIZATION (ARMY FUNDED)

A project that will recreate Trophy Point, making it more open and engaging to the public and expressive of West Point's history and service to the nation. Part of the revitalization will involve upgrading the Band Shell, as concerts by the West Point Band are vital to communicating the Academy's mission to local, national, and international audiences.



NOTE: These images and descriptions provide just a snapshot of the holistic modernization effort underway at the United States Military Academy.

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



2001 Myer Receives 2018 Nininger Award

LTC Matthew R. Myer is the 2018 recipient of the Alexander R. Nininger Award for Valor at Arms. The award presentation was September 27, 2018 at West Point. Myer is a third-generation West Point graduate and currently the Commander of the 1st Battalion-501st Infantry (Airborne) Regiment, 4th Brigade Combat Team (Airborne), 25th Infantry Division. For more information, visit WestPointAOG.org/niningeraward.

★★ General Officer Announcements ★★

Appointed to the rank of GEN and assigned as Commander, Resolute Support Mission, NATO/Commander, U.S. Forces-Afghanistan, OPERATION FREEDOM'S SENTINEL, Afghanistan:

LTG Austin S. Miller '83

Reappointed to the rank of LTG and assigned as Superintendent, USMA:

LTG Darryl A. Williams '83

Appointed to the rank of LTG and assigned as Commander, Allied Land Command, NATO, Turkey:

MG John C. Thomson III '86

Assigned as Commanding General (Troop Program Unit), 91st Training Division (Operations), Fort Hunter-Liggett, CA:

BG Windsor S. Buzza '88 (USAR)

Promoted to the rank of Brigadier General:

COL Peter N. Benchoff '93

COL Gregory J. Brady '91

COL David S. Doyle '93

COL Brett T. Funck '94

COL Gavin A. Lawrence '95

COL Scott M. Naumann '96

COL Mark C. Quander '95

COL Joseph A. Ryan '91

COL Brett G. Sylvia '94

COL Todd R. Wasmund '91

ARNG officers confirmed by the Senate for Federal recognition in the next higher grade:

To Major General

BG John M. Epperly '89

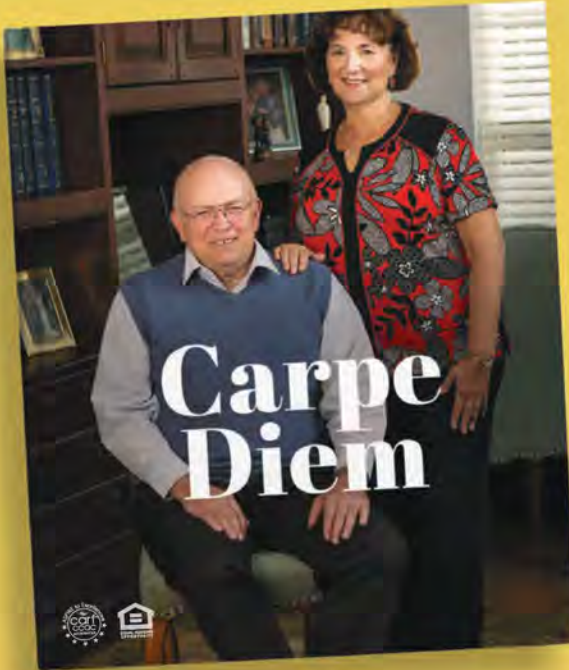
BG Laurel J. Hummel '82

To Brigadier General

COL Scott M. Sherman '92

COL Walter B. Sturek Jr. '93

INDEPENDENT RETIREMENT LIVING



EXTRAORDINARY STORIES BEYOND THE FRONT LINE

Bob Manning found his passion for education and service while studying at Virginia Tech. He carried that fire with him throughout his military career and into his second career as a teacher and principal. His dedication to serving others burns brighter than ever here at Falcons Landing where he inspires and leads through volunteering and community work.

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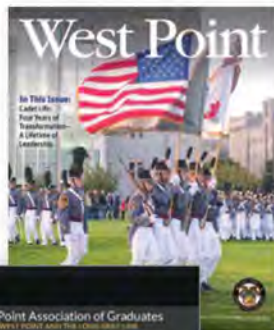
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1954	1975	2010
1955	1976	2011
1956	1977	2012
1958	1979	2013
1960	1981	2014



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WPAOG News

All Academy Challenge: USMA Beats Navy, Air Force, Achieves Record Participation

During the five-day 2018 All Academy Challenge, from May 31 to June 4, the West Point community came together in record numbers to strengthen the Margin of Excellence: 7,848 alumni, including 363 first time donors to West Point, donated gifts totaling \$1.2 million. For the fifth time, West Point competed against the Navy, Air Force, Coast Guard and Merchant Marine Academies to see who could get the highest alumni participation rate. This year a record 16.22 percent of the Long Gray Line participated, a significant increase from the 9.17 percent of graduates who donated last year. Thank you to all who “Took the Challenge.” Your enthusiasm and support did more than just beat Navy, it will have a profound impact on the entire Corps of Cadets and further the mission of West Point.

Leon Panetta Named 2018 Thayer Award Recipient

WPAOG is pleased to announce that Leon E. Panetta—23rd U.S. Secretary of Defense, 3rd Director of the Central Intelligence Agency, 18th White House Chief of Staff, and Chairman of the Panetta Institute for Public Policy—received the 2018 Sylvanus Thayer Award. The award was presented on October 4 during ceremonies hosted by the Superintendent of the U.S. Military Academy at West Point.



WPAOG Receives CASE Excellence Awards, Top Charity Watchdog Ratings

Once again in 2018, WPAOG has received excellence in educational fundraising awards from the Council for Advancement and Support of Education (CASE) for both Overall Performance (one of 82 awards presented) and Sustained Excellence (one of 26 awards presented). CASE membership includes more than 3,670 colleges and universities, primary and secondary independent schools and nonprofit organizations in more than 82 countries worldwide. In addition, WPAOG maintained its highest-rated status from the leading charity watchdog organizations Charity Navigator (4-star) and Guidestar (Platinum).



COUNCIL FOR ADVANCEMENT
AND SUPPORT OF EDUCATION®



Anderson Athletic Center Groundbreaking

On June 8, leaders from WPAOG, in partnership with Army West Point Athletics, joined 59th USMA Superintendent LTG Robert L. Caslen, Jr. '75 to mark the official groundbreaking for the Anderson Athletic Center, the 40th brick and mortar project to be delivered to the Academy by WPAOG. The renovation of the building will create a multi-purpose athletic facility to enhance the cadet-athlete experience across multiple sports. The project has been jumpstarted with a leadership gift from Lee and Penny Anderson '61 and has also received support from John Drew '78, William and Diane Spurgeon '81 and the Class of 1981, and William J. Sandbrook '79.





Engage to Impact: The 2018 WPAOG Leaders Conference

More than 250 West Point community leaders—including class, society, and parents club leaders, as well as regional admissions officers (MALOs)—visited West Point Aug. 15-18 for the 23rd Annual WPAOG Leaders Conference, sponsored by the Class of 1967. The theme of this year's conference was "Engage to Impact," which was discussed across three areas: "time," "talent," and "treasure." Attendees heard from Academy leaders on the state of the Corps, talent-based branching, admissions and academics. In addition, 61 West Point Societies were recognized with Distinguished Society Awards for their significant support of West Point and its graduates over the past year. WPAOG thanks all 268 leaders, as well as the USMA



leader team, faculty, coaches, staff and cadets who participated in making the Conference a success!

USMA 1970 Supports Class of 2020 Affirmation

Members of the Class of 2020 took the Oath of Affirmation on August 19, binding them to complete their next two years of study at West Point and a minimum of five years of active-duty military service thereafter. LTG(R) James J. Lovelace Jr. '70 spoke to the new cadet sergeants about this significant

milestone. Thirty-four members of the Class of 1970, the cows' 50-Year Affiliation Class, were on hand to present members of the Class of 2020 with a joint class coin symbolizing their new professional bond.



West Point Association of Graduates (WPAOG) Annual Meeting and Election

All USMA graduates are encouraged to vote in the WPAOG 2018 Annual Election. Not later than October 21, 2018, proxies will be emailed or mailed to each graduate. Graduates whose email address is on file at WPAOG will receive an email that contains a link to a personalized, confidential online voting site maintained by Amplitude Research, Inc. Other graduates will

receive paper proxies via the U.S. Postal Service. Voting closes at 5:00pm on November 19, 2018, the evening before the WPAOG Annual Meeting and Election, which will take place at 5:00pm Eastern Time on November 20, 2018 in the Herbert Alumni Center, West Point, New York.



Third Annual WPAOG Ring Run 5K Raises Nearly \$10K

As part of the Class of 2019 Ring Weekend at West Point, a record-breaking 800 parents and cadets participated in the 3rd Annual Ring Run, co-sponsored by WPAOG and FMWR. After completing a 5K Fun Run, participants were treated to a celebratory champagne brunch at the West Point Club. Prizes included 1st Parent/Cadet Combo, First Cadet, 19th Firstie, and Goat of the Race. Participants also had the opportunity to make a donation in conjunction with the event, and a check was presented to WPAOG in the amount of \$10,000 for the West Point Parents Fund.



WPAOG Welcomes USMA 2022 New Cadets and Families at Pre-R-Day Social

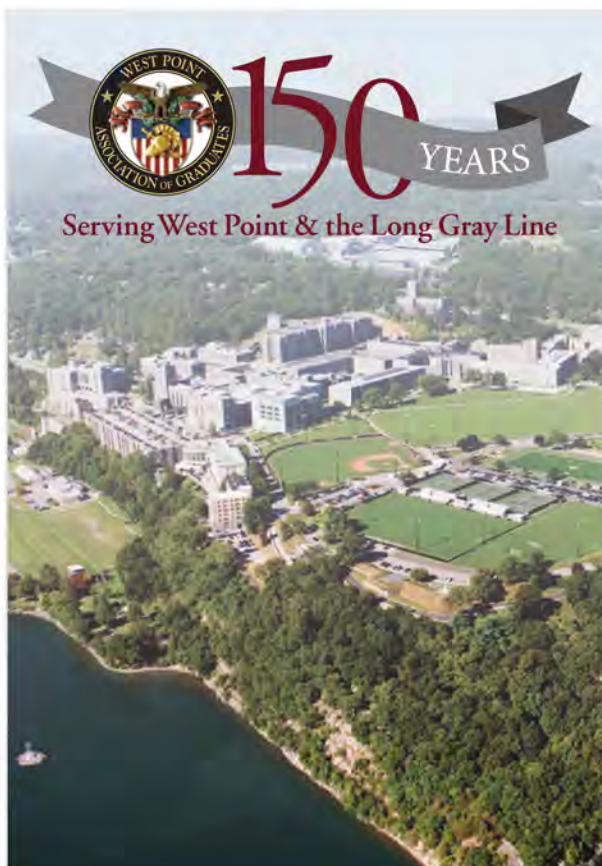
On July 1, the day before R-Day for USMA 2022, the heat didn't stop families and friends of new cadet candidates from stopping by WPAOG for our second annual Ice Cream Social! WPAOG Staff were on hand to answer questions and a visit from the Commandant provided a warm welcome from the USMA leader team.

WPAOG News *continued*



Class of 2021 Receives Class Colors from USMA 1971

On July 28, the Class of 2021 was presented with its class colors during the Cadet Field Training (CFT) graduation ceremony at Camp Buckner. The class flag, mounted on a brass-tipped staff, is a gift from their 50-Year Affiliate Class, the Class of 1971, as part of the WPAOG 50-Year Affiliation Program.



Countdown to WPAOG's 150th Anniversary in 2019!

After nearly 150 years, our mission remains constant: to serve West Point and the Long Gray Line, with the 21st century vision of becoming the most highly connected alumni body in the world.

The 150th Anniversary will be celebrated throughout 2019, with articles in *West Point* magazine and "This Day In History" fun facts shared through social media and at events. To mark the official birthday of our alumni association, May 22, 2019, WPAOG will coordinate a virtual toast for all graduates. **Save the Date!** Thank you to all the members of the Long Gray Line for your time, talent, and treasure. With your help, WPAOG furthers the cohesiveness of the Long Gray Line and advances our capabilities to serve West Point and the Long Gray Line in the decades ahead.

SACC Service Academy Career Conference



Planning a career transition? Start here.

- The only military career fair exclusively for Federal Service Academy Graduates.
- Meet one-on-one with corporate recruiters looking for the unique skills and experience of Academy graduates.
- Get peer advice on managing the challenges of career transitions.
- Learn how to get your foot in the door for your desired civilian career.
- Explore graduate school options.

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



San Antonio, TX Nov 1–2, 2018
Jacksonville, FL Mar 28–29, 2019
Washington, DC Jun 13–14, 2019
San Diego, CA Aug 8–9, 2019



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MAILBOX



We regret that because of limited space, we cannot publish all letters received. Letters may be edited and shortened for space. Submit comments or questions to Editor@wpaog.org, or chat with us on one of our WPAOG social media channels.

FROM: LTC (R) John Westerlund '68

Great article in the most recent *West Point* magazine about Army tennis. After the Class of 1968's 50th reunion, my wife and I headed down to Newport, RI and visited the International Tennis Hall of Fame. In one of the displays at the ITHF Museum, I saw a telegram from Jackie Robinson to Arthur Ashe congratulating him on his U.S. Open win in 1968 and a photo of tennis at West Point in 1890 (below). I wonder if "Execution Hollow" was the north courts where the Plebe Tennis Team played in 1964-65. There were six or so clay courts right next to the little house at the north end of The Plain by Trophy Point. The ground sloped a little, perhaps lending to the name "Hollow."

RESPONSE:

Thank you for the compliment, but even more thanks for the pictures! While we can't confirm if the Plebe Team played where Execution Hollow once stood, we can imagine that any slope on a tennis court would lead to "executing" a difficult serve.

FROM: COL (R) Robert Shively '71

The WKDT article by Joe Cyr in the 2018 summer issue left out some interesting facts regarding the evolution of the radio station. I was the chief engineer of the station as a plebe and yearling and the station manager as a cow and firstie (1967-71). In those days the station was 100-percent cadet operated and existed exclusively on advertising money. The cadet staff made trips to New York City to solicit ads from restaurants and clothiers. Live broadcast hours for cadet DJs were from

30 minutes before reveille to 30 minutes after taps. KDET, and later WKDT, provided sports broadcasts of all away Army football and basketball games, using leased telephone lines and cadet sportscasters. The call letters KDET were never officially assigned and are not correct for radio stations east of the Mississippi. I documented KDET as a college station with the FCC in late 1969 and the frequency 89.3 FM was assigned. We requested and received call sign WKDT. As part of the drive to take the station into legitimacy, I requested and received a grant from the West Point Cadet Activities Office, which was used to purchase the first FM transmitter. The transmitter was originally mounted in building 720 and later moved to Michie Stadium. We were operational as WKDT in early 1970 (not 1972).

RESPONSE:

Very interesting addendum to Joe Cyr's article, from someone who was obviously instrumental in making the transition from KDET to WKDT a reality. (Is that you working the dials of the broadcasting board in the "WKDT" entry of the 1971 Howitzer?)

Correction West Point Summer 2018 Issue

In the biography of 2018 DGA recipient Sloan Gibson '75, the class year of General Eric K. Shinseki '65 was incorrectly listed. Thanks to Jim Paley '65 for letting us know. *West Point* magazine regrets the error and it has been corrected in our online edition. ★



Albumen print photograph of two couples standing on opposite sides of a tennis net taken at Execution Hollow, West Point, New York in the summer of 1890.

START^{the}DAYS!

NOVEMBER	DECEMBER	JANUARY
1-2 SACC San Antonio, TX	 ARMY WEST POINT.	
3 <i>BEAT AIR FORCE!</i>	8 BEAT NAVY!	9 Second Term Begins
14 Branch Night	13 Corps Holiday Dinner	
20 WPAOG Annual Meeting Herbert Alumni Center 5pm	15-21 Term End Exams <i>BEAT THE DEAN!</i>	
27 Giving Tuesday	21 December Graduation	26 500th Night

Upcoming events suggested by West Point staff & faculty.

Events for Feb–Apr 2019 should be sent to editor@wpaog.org by Dec 15, 2018.

For the entire calendar, go to
WestPointAOG.org/calendar

A NEW SEASON

www.ikehall.com



SEPT 23 - 5 p.m.



OCT 14 - 5 p.m.



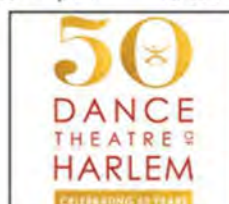
OCT 27 - 6 p.m.



NOV 4 - 5 p.m.



NOV 18 - 5 p.m.



FEB 9 - 7 p.m.



MAR 3 - 3 p.m.



MAR 31 - 5 p.m.



MAY 5 - 5 p.m.

2018

America's Theatre

IKE HALL

WEST POINT

2019

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Be Thou at Peace

Deaths reported from June 7–September 20, 2018

COL George R. O'Neal USA, Retired	1942	Mr. William J. Jefferson	1953	Mr. George B. Vondruska	1964
COL Albert N. Thompson USA, Retired	1942	Mr. John P. Jones	1953	LTC Richard A. Boerckel USA, Retired	1965
MAJ Joseph H. Eastmead USA, Retired	1943 JUN	Mr. Francis G. LaBrash	1953	Mr. Gordon G. Letterman	1965
Lt Gen James M. Keck USAF, Retired	1943 JUN	Lt Col James W. Leland USAF, Retired	1953	COL Jon W. Blades III USA, Retired	1966
Col Frederick B. Porter Jr. USAF, Retired	1944	LTG Max W. Noah USA, Retired	1953	COL Thomas E. Farewell USA, Retired	1966
Col Samuel B. Adams Jr. USAF, Retired	1945	COL Jimmy L. Pigg USA, Retired	1953	Mr. Russell P. Grant Jr.	1966
Mr. J. F. Allen Jr.	1945	Mr. Freddie A. D. Attaya	1954	LTC John M. Jenkins USA, Retired	1966
COL James W. Gilland USA, Retired	1945	Col William A. Boucher USAF, Retired	1954	Mr. John W. Wall	1966
BG Amos A. Jordan Jr. USA, Retired	1946	COL Richard W. Diller USA, Retired	1954	Mr. Andrew Komblevitz	1967
Lt Col John A. Martin USAF, Retired	1946	Professor Jay W. Gould III	1954	Mr. William G. Beard Jr.	1969
LTC Oscar W. Traber Jr. USA, Retired	1946	LTC Ronald L. Salvador USA, Retired	1954	Mr. Douglas C. Fitzgerald	1969
BG John S. Wieringa Jr. USA, Retired	1946	LTC Willis C. Tomsen USA, Retired	1954	COL William V. Adams USA, Retired	1970
COL Paul C. Callan USA, Retired	1947	Mr. Roy T. Thorsen	1955	LTC Louis F. Sauter III USA, Retired	1970
Mr. Bernard M. Greenberg	1947	Mr. Edwin T. Holloway	1956	BG Patrick Finnegan USA, Retired	1971
Mr. Lewis Chandler	1948	Mr. Charles B. Singletary	1956	Mr. Monty L. Miller	1971
Mr. Jesse T. Kelsey	1948	Mr. Herman E. Day Jr.	1957	Mr. Jerry W. Thompson	1971
Mr. Denman M. Long	1948	COL Donald E. Seitz USA, Retired	1957	Mr. Robert H. Crocker	1972
Mr. William J. Madden	1948	Mr. Frank W. Willett	1957	LTC Stephen R. Dooley USA, Retired	1972
Mr. Kenneth E. Ruddy	1948	Mr. John G. Evans	1958	Mr. Lawrence D. Edwards	1973
MG Homer S. Long Jr. USA, Retired	1949	Dr. John D. George Jr.	1958	Mr. William H. Held	1973
Col Wayne A. Norby USAF, Retired	1949	COL John W. Loffert USA, Retired	1958	Mr. Douglas O. Crewse	1974
COL Robert T. O'Brien USA, Retired	1949	Maj Gen Harold J. M. Williams USAF, Retired	1958	LTC William E. Parker USA, Retired	1974
LTC John L. Fahs Jr. USA, Retired	1950	COL Pierce A. Rushton Jr. USA, Retired	1959	LTC Renard R. Rozzoni USA, Retired	1974
Lt Col Robert M. Hoover USAF, Retired	1950	LTC Richard D. Welch Jr. USA, Retired	1959	LTC John H. Carpenter USA, Retired	1975
Mr. Edward F. J. Mastaglio	1950	Mr. Walter R. Good	1960	MAJ Denny D. Dresch Jr. USA, Retired	1975
Col Richard Y. Newton Jr. USAF, Retired	1950	Mr. Edward J. Handler III	1960	Mr. Raymond E. Johnson-Ohla	1975
Mr. Philip J. Pennington	1950	MAJ William T. Sexton Jr. USA, Retired	1960	COL Fred R. Place DDS, USAR	1975
MG William F. Ward Jr. USA, Retired	1950	Mr. Charles H. Wood Jr.	1960	LTC John J. Angell USA, Retired	1976
MG Albert B. Akers USA, Retired	1951	Mr. Peter D. Burgess	1961	HON Michael A. Sheehan	1977
LTC Everette S. Parkins USA, Retired	1951	LTC John R. Nevins USA, Retired	1961	Mr. Stanley E. Domikaitis	1980
COL James H. Phillips Jr. USA, Retired	1951	COL Charles T. Westpheling USA, Retired	1961	Mr. Michael G. Boulegeris	1983
Mr. Michael J. Simpson Jr.	1951	Mr. Richard W. Fellows Jr.	1962	Mrs. Ellen M. McDonald	1984
Mr. Dudley Thompson	1951	Mr. Denne A. Sweeney	1962	Mr. Michael J. Cannizzaro	1989
COL Paul W. Child Jr. USA, Retired	1952	Mr. Walter D. Taylor Jr.	1962	Mr. Thomas C. Rodgers	1990
LTC Ralph M. Cline Jr. USA, Retired	1952	Mr. Richard E. Weber III	1963	Mr. Michael J. Tauber	1995
LTC Arthur A. Arduna USA, Retired	1953	COL Robert B. Magruder USA, Retired	1964	Mr. Patrick G. Duffy	1998
Col Henry E. Clements USAF, Retired	1953	Dr. Woods W. Rogers III	1964	Mr. Michael J. Suckow	2000
COL Robert N. Fernandez USA, Retired	1953				

Past in Review

100 Years Ago: West Point's World War I Classes

By Keith J. Hamel, WPAOG Staff

The “War to End All Wars” began in 1914, with the United States joining the conflict on April 6, 1917. Just days after the U.S. Congress voted to declare war against Germany, the Class of 1917 became West Point's first World War I class, graduating one month earlier than scheduled and being renamed the Class of April 1917. Of course, the need for junior officers at the front played the primary role in the War Department's decision, but in his book *Duty, Honor, Country* Stephen Ambrose also suggests that the cadets themselves demanded an early graduation “in order to get their commissions before civilians had filled all the choice positions.” The early graduation might not have benefitted the Class of April 1917 in this regard, but it likely helped the class that entered the Academy as the Class of 1918. The 151 cadets in this class underwent 10 weeks of intense military training as soon as their spring semester ended, and they graduated 10 months early as the Class of August 1917. Forever linked in a joint West Point

yearbook titled the *Howitzer* of 1917-1918, 21 members of these two classes were killed in action during World War I. On May 31, 1917, West Point also lost its Superintendent to the war effort when Colonel John Biddle, Class of 1881, was called to France to command the 6th Engineer Regiment.

The wartime effect on the 47-month West Point experience kicked into high gear in 1918. Like the class that preceded it, the original Class of 1919 became a three-year class because of World War I and graduated as the Class of June 1918. They, it turns out, were lucky to lose only one year of studies. On October 3, Samuel Tillman, Class of 1869, who was called out of retirement to take over for Biddle as Superintendent, took a call from the U.S. Army Adjutant General informing him that course instruction at West Point would now be only one year as a result of the war in Europe. Because of this, on November 1, 1918, Tillman was ordered to graduate the classes that entered the Academy as the Class of 1920 and the Class of 1921. This left only the plebe class, the

cadets who entered West Point five months earlier, as the senior members of the Corps, and they were now scheduled to graduate in June 1919. According to Theodore Crackel, in his book *West Point: A Bicentennial History*, Tillman protested, saying that this decision would threaten the “delicate, intangible impulses for conduct and honor...handed down from one cadet class to another,” but the best he could do was receive reassurance that, “should the war end before January 1920, members of the last class...would be returned to the Academy to complete their education.”

As it turned out, the war lasted only 10 more days. On November 11, 1918, the French, British, and Germans signed the armistice ending the fighting. Life at West Point would settle down now, right? Not quite. Members of the original Class of 1921, which graduated as the junior half of the Class of November 1918, were called back to the Academy as promised to complete some classroom work; however, because they were commissioned in those 10 days between



Left: The Class of 1921 (the emergency WWI class) enters USMA on November 2, 1918. **Right:** The Graduation Class of November 1918 listens to a speech by the Honorable Benedict Crowell, Assistant Secretary of War.

their graduation and the armistice, they returned as student officers, not cadets. They wore a U.S. Army officer's olive-drab uniform, they received officer pay, they were quartered separately in South Barracks, and they were isolated from cadets at meals and ceremonies. Compounding their outsider status at West Point, when they graduated in June as the Class of 1919, they wrote on the flyleaf to their yearbook, which is actually titled the *Howitzer* of Twenty-One, "Published by the Class of 1921 which graduated November 1, 1918."

If this is not confusing enough, the day after the November 1, 1918 graduations, 360 new cadets were sworn in. Those who entered in June 1918 became known as Fourth Class "A," and the November plebes were called Fourth Class "B" cadets. Because of a shortage of cadet gray cloth due to the war, these Fourth Class "B" cadets wore salvaged privates' uniforms with an orange band encircling their campaign hats, leading to their nickname in Corps' lore, "the Orioles." Thus, during that first parade on the Plain after World War I's end, one saw three distinct groups marching: one wearing traditional cadet gray, one wearing officers' uniforms, and one wearing the uniforms of enlisted soldiers.

In the spring of 1919, General Peyton C. March, Class of 1888, the U.S. Army Chief of Staff, selected Brigadier General Douglas MacArthur, Class of 1903, who distinguished himself during the war as a member of the 42nd ("Rainbow") Division, to put the Military Academy back in order after the chaos of the last few classes. March also recommended to the Secretary of War (who accepted the recommendation) that USMA's curriculum be fixed at three years, much to the consternation of the Academic Board. The new curriculum took effect in September 1919. In February 1920, persuaded by the Academic Board, Congressman John Morin, who had been president of USMA's Board of Visitors the previous year, introduced the three-year versus four-year curriculum debate to Congress during the Academy's yearly appropriation hearing. He was able to convince Congress to restore the four-year program, but implementation of this plan continued the unorthodox cycle of graduation seen with the earlier World War I classes. The cadets who entered West Point in June 1918 were caught between the one-year pronouncement in October 1918 and March's three-year mandate in September 1919 and graduated on a 24-month program

as the Class of 1920. Seventeen of the "Oriole" cadets who had entered in November 1918 opted for the three-year curriculum and graduated as the Class of 1921 (thereby preventing West Point from not having a graduating class for the first time since 1816). The remaining " Orioles" graduated the following year on June 13 as the Class of 1922. A day later, 30 members of the Class of 1923, who entered in the summer of 1919 but opted for the three-year curriculum, graduated as the Class of 14 June 1922. Finally, on June 12, 1923, the Class of 1923 graduated, ending West Point's cycle of World War I classes and returning the Academy to its regular 47-month experience.

Fittingly, the graduation speaker for the Class of 1923 was General of the Armies John J. Pershing, Class of 1886, commander of the American Expeditionary Force during World War I. Reflecting on the contributions of West Pointers in the Great War, Pershing reportedly said that USMA "...justified itself a hundred times over in furnishing to this great American Army." As noted by Ambrose, 34 of the 38 corps and division commanders on the Western Front were USMA graduates, the three field armies were all commanded by West Pointers, and losses per thousand among lieutenants commissioned by West Point in the combat zone was calculated at 195 (more than 600 percent higher than non-USMA emergency officers serving in the theater of operations). In a year and a half of fighting, West Point officers earned more than 60 Distinguished Service Crosses, and Lieutenant Colonel Emory J. Pike, Class of 1901, who was killed in action while trying to reconnoiter new machine gun positions during the Battle of Saint-Mihiel, was awarded the Medal of Honor. World War I was also the proving ground for a number of West Point graduates (Wainwright, Patton, Bradley, Eisenhower, Casey, Clark, et al.) who would later make a name for themselves in World War II, another conflict that would upset the graduation schedule of USMA classes for a time. ★

We entered in the throes of a mighty conflict full of the hopes of deeds to be done and honors to be gained. In a breath the storm was abated and we faced only the dull, sordid, aftermath of war. But the driving force was not gone. Uncertain as our future was, we felt that it was not to be one of empty honors, and that it was to be founded not upon the sands but upon the rocks.

—1921 *Howitzer*



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