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This group is designed to help those involved with past, present, and future MCLCs to continue their dialogue on leadership, and network for success.



**McDonald
Conference for
Leaders of
Character**

hosted by:

Department of Behavioral Sciences & Leadership
and the West Point Leadership Center



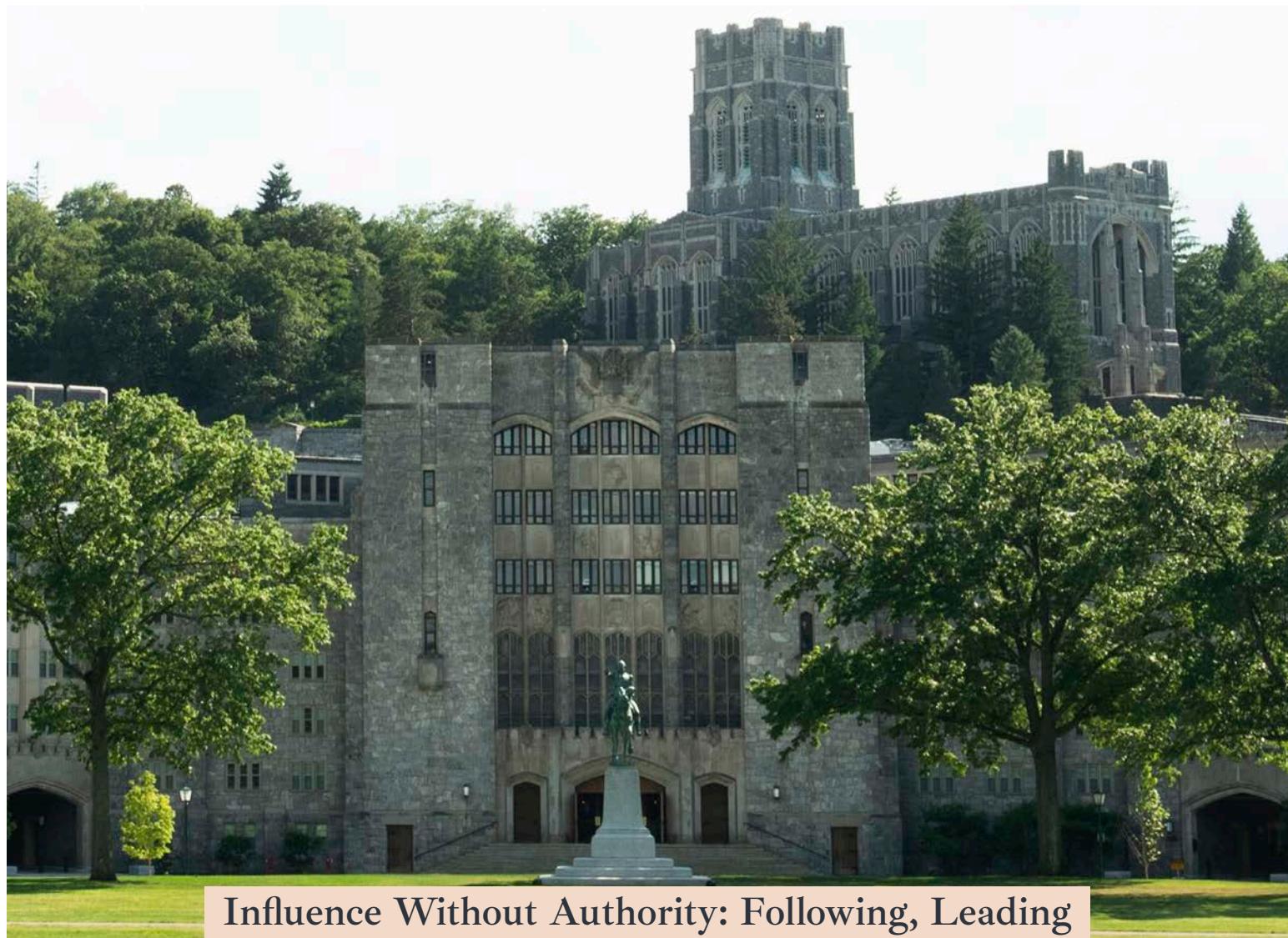
The mission of the McDonald conference for Leaders of Character (MCLC) is to bring together a diverse group of the top undergraduate student leaders from across the globe with world-class senior leaders who act as mentors in a team-based, experiential event that bolsters leadership skill, fosters critical thinking and collaboration and develops potential strategies for addressing pressing global issues.



MARCH 31 -
APRIL 2, 2023

United States Military
Academy West Point

McDonald Conference for Leaders of Character 2023



Influence Without Authority: Following, Leading Peers and Inspiring from an Entry Level

The 2023 McDonald Conference explores the challenges and opportunities of entry-level leaders. What does it mean to be a good follower? How can young leaders use character to motivate others and positively influence their organization? How does a young leader demonstrate genuine peer leadership?



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MCLC Mission

The mission of the McDonald Conference for Leaders of Character (MCLC) is to bring together a diverse group of the top undergraduate student leaders from across the globe with world-class senior leaders who act as mentors in a team-based, experiential event that bolsters leadership skills, fosters critical thinking and collaboration, and develops potential strategies for addressing pressing global issues.

Conference History

The MCLC began in 2012 and has been held annually with the vision of being the premier transformative, short-duration leadership experience for young, emerging leaders who unite with preeminent world leaders in an enduring partnership. The annual conference is endowed by founding benefactors The Honorable Robert A. "Bob" and Diane McDonald. The conference has been hosted each year by the Department of Behavioral Sciences and Leadership. Since its inception, the event has touched the lives of over 600 students and senior leaders.

Thursday, 30 March 2023

Time	Event	Location & Audience
9:00 am	Student Fellow Check-in 9:00 am - 12:00 pm	@ The Thayer Hotel Lobby - Student Fellows
10:00 am		
11:00 am		
12:00 pm	Student Fellow Lunch 12:00 pm - 1:00 pm	@ The Thayer Hotel Lobby - Student Fellows
1:00 pm		
2:00 pm	Walk to West Point Visitors Center 2:40 pm - 3:00 pm	@ The Thayer Hotel Lobby - Student Fellows
3:00 pm	West Point Visitors Center Tour 3:00 pm - 4:00 pm	@ The West Point Visitors Center - Student Fellows
4:00 pm	Personal Time 4:00 pm - 5:00 pm	@ The Thayer Hotel - Student Fellows
5:00 pm	Bus to Eisenhower Hall 5:00 pm	@ The Thayer Hotel Lobby - Student Fellows
6:00 pm	MCLympics Teambuilding Activity 5:30 pm - 7:00 pm	@ Eisenhower Hall - All
7:00 pm	Student Fellows Walk to Mess Hall 7:00 pm - 7:15 pm	
8:00 pm	Student Fellow Spirit Dinner (C)* 7:20 pm - 8:20 pm @ Washington Hall	
9:00 pm	Bus to Thayer Hotel 8:30 pm @ Jefferson Hall - Student Fellows	

*Please see page 43 for attire guidance

Friday, 31 March 2023

Time	Event	Location & Audience
5:00 am	Bus to Arvin Gymnasium (A) 5:00 am	@ The Thayer Hotel Lobby - Student Fellows
	Indoor Obstacle Course (A) 5:30 am - 6:30 am	@ Arvin Gymnasium - Student Fellows (Senior Fellows Are Welcome to Observe)
6:00 am		
7:00 am	Personal Time 6:40 am - 7:35 am	@ The Thayer Hotel Lobby - Student Fellows
8:00 am	Bus to Eisenhower Hall (BC) 7:40 am	@ The Thayer Hotel Lobby - All
	Breakfast & Opening Remarks 8:00am - 9:00 am	@ Eisenhower Hall - All
9:00 am	Leader Development Panel (BC) 9:00 am - 10:00 am	@ Eisenhower Hall - All
10:00 am	Core of the Corps "West Point Band" 10:15 am - 11:00 am	@ Eisenhower Hall - All
11:00 am	Group Photo 11:15 am @ Eisenhower Hall - All	Walk to Battle Monument 11:20 am @ Trophy Point - All
12:00 pm	Cadet Mess Hall Lunch 12:00 am - 12:30 am	@ Washington Hall - All

Friday, 31 March 2023

Time	Event	Location & Audience
1:00 pm	Panel 1: Followership (BC) 1:15 pm - 2:30 pm	@ Jefferson Hall - All
2:00 pm		
3:00 pm	Panel 1 Small Group Breakout Session 2:45 pm - 4:00 pm	@ Jefferson Hall - All
4:00 pm	Team Photos 4:00 pm - 4:15 pm	@ Jefferson Hall - All
5:00 pm	Cadet Area Tours 4:30 pm - 5:00 pm @ Cadet Areas - Student Fellows	Senior Fellow Reception 4:30 pm - 5:45 pm @ Thayer Award Room - Senior Fellows
6:00 pm	Student Fellow Reception 5:00 pm - 6:00 pm @ Jefferson Hall - Student Fellows	
7:00 pm	Dinner & Keynote (BC) 6:00 pm - 8:00 pm	@ Jefferson Hall - All
	Keynote Speaker: Mr. Mark Shapiro President & CEO, Toronto Blue Jays	
8:00 pm	Bus to Social Location 8:00 pm	@ Eisenhower Hall - Student Fellows
9:00 pm	Student Fellow Social 8:30 pm - 11:00 pm	@ Eisenhower Hall - Student Fellows
10:00 pm		
11:00 pm		

*Please see page 43 for attire guidance

Saturday, 1 April 2023

Time	Event	Location & Audience
5:00 am	Jog/Walk to Fort Putnam (A) From Thayer Hotel 5:45 am	@ The Thayer Hotel - All
6:00 am	Bus to Fort Putnam 6:00 am @ The Thayer Hotel - Select	Team Building Fitness Activity (A) 6:00 am - 6:30 am @ Fort Putnam - All Fellows
7:00 am	Personal Time 6:45 am - 7:45 am	@ The Thayer Hotel - All
8:00 am	Bus to Jefferson Hall (BC) 8:30 am	@ The Thayer Hotel - All
	Breakfast 8:30 am	@ Jefferson Hall - All
9:00 am	Panel #2 Strength of Character (BC) 9:15 am - 10:30 am	@ Jefferson Hall - All
10:00 am		
11:00 am	Breakout Session 10:45 am - 11:50 am	@ Jefferson Hall - All
12:00 pm	Lunch 12:00 pm - 1:00 pm	@ Jefferson Hall - All

Saturday, 1 April 2023

Time	Event	Location & Audience
1:00 pm	Panel 3: Leading Peers and Inspiring Others (BC) 1:00 pm - 2:15 pm	@ Jefferson Hall - All
2:00 pm		
3:00 pm	Breakout Session 2:30 pm - 3:45 pm	@ Jefferson Hall - All
4:00 pm	Bus to The Thayer Hotel 4:00 pm	@ Jefferson Hall - All
	Personal Time 4:15 pm - 5:15 pm	@ The Thayer Hotel - All
5:00 pm	Bus to Jefferson Hall 5:30 pm	@ The Thayer Hotel - All
6:00 pm	Evening Social (BC) 5:45 pm - 6:30 pm	@ Jefferson Hall - All
	Dinner & Keynote (BC) 6:30 pm - 8:30 pm	@ Jefferson Hall - All
7:00 pm	Keynote Speaker: Ms. Seema Hingorani Managing Director, Morgan Stanley	
8:00 pm		
9:00 pm	Bus to The Thayer Hotel 8:45 pm	@ Jefferson Hall - All
	Farewell Social (BC) 9:00 pm - 10:30 pm	@ The Thayer Hotel - All
10:00 pm		
11:00 pm		

*Please see page 43 for attire guidance

Sunday 2, April 2023

Time	Event	Location & Audience
5:00 am	Shuttle to Airports Early Morning	@ The Thayer Hotel - Select
6:00 am		
7:00 am		
8:00 am	Farewell Breakfast & Remarks 8:00 am - 9:00 am	@ The Thayer Hotel - All
9:00 am	Checkout 8:00 am - 11:00 am @ The Thayer Hotel - All	Religious Service 9:00 am - 12:30 pm @ Various - Optional
10:00 am		
11:00 am		
12:00 pm		

*Please see page 43 for attire guidance

The U.S. Military Academy at West Point

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

Since its founding over two centuries ago, the Military Academy has accomplished its mission by developing cadets in four critical areas: intellectual, physical, military, and moral-ethical - a four-year process called the "West Point Experience." Specific developmental goals are addressed through several fully coordinated and integrated programs.

A challenging Academic Program that offers 36 majors and 19 minors provides a balanced education in the arts and sciences. The West Point curriculum provides a grounding in the liberal arts and engineering, a study of a discipline in depth, and experiential learning opportunities that prepare cadets to think critically, internalize their professional identity, and employ their education to help build the Army and the nation's future.

The Physical Program at West Point includes both physical education classes and competitive athletics. Every cadet participates in an intercollegiate, club or intramural level sport each semester. This rigorous physical program contributes to the mental and physical fitness that is required for service as an officer in the Army.

Cadets learn basic military skills, including leadership, through a demanding Military Program which begins on their first day at West Point. Most military training takes place during the summer, with new cadets undergoing Cadet Basic Training the first year, followed by Cadet Field Training at nearby Camp Buckner the second year. Cadets spend their third and fourth summers serving in active Army units around the world; attending advanced training courses such as airborne, air assault or northern warfare; or training the first- and second-year cadets as members of the leadership cadre. Military training is combined with military science instruction to provide a solid military foundation for officership.

Moral-ethical development occurs through the Character Program. This includes formal instruction in the important values of the military profession, voluntary religious programs, interaction with staff and faculty role models, key commitment ceremonies, and a robust guest speaker program. The foundation of the ethical code at West Point is found in the Academy's motto, "Duty, Honor, Country." Cadets also develop ethically by adhering to the Cadet Honor Code, which states "A cadet will not lie, cheat, steal, or tolerate those who do."

Admission is open to all young men and women and is extremely competitive. Candidates must receive a nomination from a member of Congress or from the Department of the Army. They are then evaluated on their academic, physical and leadership potential. Those candidates who are fully qualified receive appointments to the Academy.

From the day of its founding on March 16, 1802, West Point has grown in its size and stature, but it remains committed to the task of producing commissioned leaders of character for America's Army. Today, the Academy graduates more than 900 new officers annually, which represents approximately 20 percent of the new lieutenants required by the Army each year. The student body, or Corps of Cadets, numbers 4,400, of whom approximately 24 percent are women and 30 percent are underrepresented minorities.

A favorite expression at West Point is that "much-of the history we teach was made by people we taught." Great leaders such as Grant, Pershing, MacArthur, Eisenhower, Patton, Westmoreland and Schwarzkopf are among the more than 60,000 graduates of the Military Academy. Countless others have served society in the fields of medicine, law, business, politics, and science following their careers in uniform.

Ever mindful of its rich heritage, West Point continues to prepare its graduates to serve as commissioned leaders of character in America's 21st Century Army. Guided by its timeless motto, "Duty, Honor, Country," the Academy is poised confidently to provide the Army and the Nation with its third century of service.

Conference Benefactor



Bob McDonald

MCLC Founding Benefactor, 8th Secretary, Department of Veterans Affairs, Retired Chairman, President, and CEO, Proctor & Gamble

The Honorable Robert A. McDonald 8th Secretary, Department of Veterans Affairs, Retired Chairman, President, and Chief Executive Officer, Procter & Gamble

Robert A. "Bob" McDonald was nominated by President Obama to serve as the eighth Secretary of Veterans Affairs (VA), and he was confirmed unanimously by the United States Senate on July 29, 2014. Secretary McDonald led VA in its ambitious transformational journey to be a world-class service provider and the No. 1 customer-service agency in the Federal government to give Veterans consistent, high-quality experiences. The Harvard Business School judged that, thanks to Secretary McDonald's leadership, the MyVA "team had made impressive progress."

Before joining VA, Bob McDonald was Chairman, President, and Chief Executive Officer of The Procter & Gamble Company (P&G). Under his leadership, P&G significantly recalibrated its product portfolio, added nearly one billion people to its global customer base, and grew organic sales by an average of three percent per year.

This growth was reflected in P&G's stock price that rose from \$51.10 the day he became CEO to \$81.64 the day his last quarterly results were announced—a 60 percent increase from 2009 to 2013. During his tenure, P&G was widely recognized for its leader development prowess. Chief Executive Magazine named P&G the best company for developing leader talent. The Hay Group consistently cited P&G in its top-tier listing of Best Companies for Leadership.

Bob McDonald is personally and professionally committed to values-based leadership and to improving the lives of others. Bob and his wife, Diane, are the founders of The McDonald Conference for Leaders of Character at West Point. Bob is Chairman of the Board of the West Point Association of Graduates. He served as April and Jay Graham Fellow at the George W. Bush Institute, advocating for post-9/11 Veterans. In 2020 Bob was appointed to President Biden's Transition Advisory Board. He currently serves on the Boards of Audia Group, Quotient Technology, and Miraki Innovation.

Bob McDonald graduated from the United States Military Academy at West Point in 1975. He earned his MBA from the University of Utah in 1978. In 2010 the University of Utah Alumni Association named Bob a Distinguished Graduate. The West Point Association of Graduates named McDonald for its admired Distinguished Graduate Award in 2017. In 2014, The President of the Republic of Singapore awarded Bob the Public Service Star for his work helping shape Singapore's development as an international hub connecting global companies with Asian firms and enterprises. In 2021 the American Chamber of Commerce Foundation gave Bob its President's Award for Lifetime Achievement.

An Army Veteran, Bob served with the 82nd Airborne Division. He completed Jungle, Arctic, and Desert Warfare Training. And he earned the Ranger tab, Expert Infantryman Badge, and Senior Parachutist Wings. He received the Meritorious Service Medal upon leaving military service. Bob McDonald and his wife are the parents of two grown children and the proud grandparents of three grandsons and three granddaughters.

Conference Benefactor



Diane McDonald

MCLC Founding Benefactor,
co-chaired Proctor & Gamble Transferees, Inc. PGITI,
a non-profit group supporting P&G families

Diane McDonald (pronounced “Dee-anne”) was born in Pittsburgh, Pennsylvania. Upon graduating from Chatham College, she taught kindergarten and elementary school-aged children and coached high school sports, where her passion was working with children.

After her husband, Bob McDonald left the military and joined Procter and Gamble (P&G), a multinational consumer goods company, they lived abroad for fifteen years in Canada, the Philippines, Japan and Belgium. At each location Diane played a leadership role in the P&G Community, in her children’s schools and in their activities. She was a Girl Scout and Boy Scout Leader, Sunday school and Vacation Bible School Leader, home room mother, PTA Officer, Member of the Japanese American Women’s Club, Member of American Women’s Club in the Philippines and Belgium, and P&G support group leader, among other roles.

When they returned stateside Diane co-chaired from 2009-2013 Procter & Gamble Transferees, Inc., PGITI, a non-profit support group for spouses, partners, employees and families. PGITI had 750 international families living in Cincinnati, P&G’s headquarters city, and chapters throughout the world. PGITI cares for families as they move outside their home countries by providing support and interest groups, language groups, moving advice and assistance, legal advice, cultural and educational activities, community service opportunities, social activities, and more. Prior to leading PGITI globally, Diane developed PGITI-like chapters in countries where she lived and integrated them when she was Global Co-Chair.

After Bob retired from P&G they moved to Washington D. C. where her husband served as Secretary of Veteran Affairs under President Obama. Diane was involved in helping him and is an active member of the Congressional Club.

Diane and Bob are founding benefactors of the McDonald Conference for Leaders of Character (MCLC) held at The United States Military Academy each year. The mission of MCLC is to bring together a diverse group of the top undergraduate student leaders from around the globe with world class senior leaders who act as mentors in a team-based experiential event that bolsters leadership skills, fosters critical thinking, and develops potential strategies for addressing pressing global issues.

She is married to Bob McDonald, and they have 2 children and 6 grandchildren.

Senior Fellows



Bob McDonald

MCLC Founding Benefactor, 8th
Secretary, Department of Veterans
Affairs, Retired Chairman, President,
and CEO, Procter & Gamble



Diane McDonald

MCLC Founding Benefactor,
co-chaired Proctor & Gamble
Transferees, Inc. PGITI, a non-profit
group supporting P&G families



Leslie Fenwick, PhD

Dean Emerita, Howard University
School of Education
Washington, DC



Mike Haynie, PhD

Vice Chancellor, Syracuse
University,
Founder Institute for Veterans and
Military Families
Syracuse, NY



MG (Ret) Suzy Vares-Lum

President, East-West Center
Honolulu, Hawaii



COL Todd Woodruff

Director of the West Point
Leadership Center
Professor, USMA



Peter Wuffli, PhD

Former CEO UBS, Founder elea
Foundation,
Hon. Chairman IMD
Switzerland

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Leslie Fenwick, PhD

Dean Emerita, Howard University
School of Education
Washington, DC

Leslie T. Fenwick, PhD, is noted for her expertise in leadership and ethics and public policy. Known as a “fearless voice” for education equity, Dr. Fenwick was one of two fully vetted finalists for the U.S. Secretary of Education in 2020. In 2022, she was appointed by U.S. President Joseph R. Biden to the Board of Visitors for the U.S. Military Academy at West Point (USMA). A former Harvard University Visiting Scholar and Visiting Fellow, she is author of the award-winning book *Jim Crow's Pink Slip* (Harvard Education Press, 2022). *Jim Crow's Pink Slip* is winner of the 2023 Gloria Ladson-Billings Outstanding Book of the Year Award, an NPR Book of the Day, and Amazon Bestseller in Education History. Her public policy research and op-ed articles have been cited and published by the New York Times, Washington Post, Politico, and the Center for American Progress. She has delivered more than 100 distinguished lectures and keynotes to national and international audiences, been a featured speaker on Capitol Hill and at the National Press Club (Washington DC), and appeared on NPR, CNN, C-SPAN Live, Yahoo! Business News, and Washington Post Live discussing education equity and workforce development.

Dr. Fenwick has served as a consultant to CEO Action for Racial Equity founded by Tim Ryan, U.S. Chairman and Senior Partner, PwC. Featured in the New York Times, CEO Action for Racial Equity is the first business-led coalition (comprised of 2000 corporate chairmen and CEOs) of its kind with a mission to advance racial equity through public policy. Since 2017, Dr. Fenwick has been a McDonald Character Leadership Conference (MCLC) Senior Fellow at the USMA where she delivered the 2019 Annual Corbin Distinguished Lecture on Women in Leadership and the 2017 Black History Month Distinguished Lecturer. Dr. Fenwick has served on a number of non-profit boards including: (presently) the Smithsonian National Museum of African American History and Culture (NMAAHC) Scholarly Advisory Committee, the American Association of Colleges for Teacher Education (AACTE) Board of Directors, and the national Advisory Board for Edutopia (formerly, the George Lucas Education Foundation). She is recipient of a 2021 Commendation for Women's History Month by the U.S. Department of Veterans Affairs and the 2011 WEB DuBois Award for Higher Education Leadership Award.

Dr. Fenwick is Dean in Residence at the American Association of Colleges for Teacher Education (AACTE) and Dean Emerita of the Howard University School of Education where she is a tenured professor of education policy. She earned a PhD in education policy and leadership studies at The Ohio State University where she was a Flesher Fellow and a bachelor's degree at the University of Virginia.

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Mike Haynie, PhD

Vice Chancellor, Syracuse University,
founder Institute for Veterans and
Military Families
Syracuse, NY

Dr. Mike Haynie is Vice Chancellor for Strategic Initiatives & Innovation at Syracuse University and is responsible for a diverse portfolio of academic programs, centers, and innovation initiatives that include the University's Office of Veterans and Military Affairs, as well as Government and Community Relations, and the College of Professional Studies. In 2011, Haynie founded Syracuse University's D'Aniello Institute for Veterans & Military Families (IVMF), the nation's first interdisciplinary training and research institute informing and advancing the policy, economic, and wellness concerns of the America's veterans and families. Today, the D'Aniello Institute's national training programs serve 25,000 transitioning service members, veterans, and military spouses annually, and the Institute is widely acknowledged as the nation's leading academic voice related to issues impacting veterans and military-connected families. In 2018, Syracuse University named Haynie a University Professor, the most senior rank awarded to faculty.

Dr. Haynie has received numerous awards for his scholarship, teaching, and community engagement, and he routinely provides counsel to private and public sector leaders on issues related to small business, innovation, and veterans. In 2013, Haynie was appointed by the Obama Administration to serve as Chairman of the U.S. Department of Labor's Federal Advisory Committee on Veterans' Employment and Training. In 2015, the White House asked Haynie to serve as vice chairman of a Presidential Task Force, chartered to set the course for long-term reform at the U.S. Department of Veteran Affairs. In 2019, Haynie was named to the prestigious HillVets100 list of the nation's 100 most influential veterans, service members and veteran-community advocates. The following year, Advancing Diversity inducted him into its Hall of Honors for his commitment of diversity, equality and inclusion and Time magazine selected him as one of 16 people and groups fighting for a more equal America. In addition, Dr. Haynie is a current appointee to the CNBC Disruptor 50 Council – a group of world's leading thinkers in the field of innovation and entrepreneurship.

Before beginning his academic career at Syracuse University, Haynie served for 14 years as an officer in the United States Air Force.

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*MG (Ret) Suzanne
Puanani Vares-Lum*
President, East-West Center
Honolulu, Hawaii

Ms. Suzanne (Suzy) Puanani Vares-Lum took office as President of the East-West Center in January 2022. She is the first woman and Native Hawaiian chosen for this role. Vares-Lum brings executive leadership and planning experience spanning the past several decades, culminating in five years serving with and advising the most senior officials at US Indo-Pacific Command, where she cultivated and maintained key relationships with nations throughout the Indo-Pacific region.

As a retired U.S. Army Major General with 34 years of service, Vares-Lum has held key roles addressing priority national security challenges in the region. After retirement, she formed Vares-Lum Indo-Pacific Consulting, LLC to provide consulting and advising

on regional issues. She is a seasoned keynote speaker and advocate on Indo-Pacific issues; leadership and mentorship; and Women, Peace, and Security. She led collaborative initiatives in the Pacific, including Hawai'i, Guam, and the Commonwealth of Northern Mariana Islands.

As a community leader, Vares-Lum serves on a variety of non-profit boards, including the American Red Cross Pacific Islands Region, Pacific & Asian Affairs Council, and the Pacific International Center for High technology Research. She has also served on committees that promote Hawai'i's economic diversification, workforce development, and community dialogues on issues regarding land and water. She has also served as a Strategic Advisor to the Hawai'i Chamber of Commerce Military Affairs Council, and is an active member of the U.S.-Japan Council.

She received her Bachelor of Arts degree in Journalism in 1989 and her Master of Education in Teaching in 1996 from the University of Hawai'i at Manoa. As a graduate of the US Army War College, she earned a Master of Strategic Studies degree in 2011. In 2019, she became a National Security Fellow of the Maxwell School of Citizenship and Public Affairs at Syracuse University. She is also an alumna of the Daniel K. Inouye Asia-Pacific Center for Security Studies.

Vares-Lum received the Ellis Island Medal of Honor in 2017. Additionally, the State of Hawai'i House of Representatives, Governor of the State of Hawai'i, and Hawai'i Congressional Delegation presented her with certificates of recognition for outstanding service to the State of Hawai'i in 2021.

Ms. Vares-Lum is a resident of Kaneohe, Hawai'i, and is married to Courtney Vares-Lum, and they have two daughters, Diana (24) and Connie (20).

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H. Patrick Swygert, JD
President Emeritus, SUNY-Albany
and Howard University
Washington, DC

H. Patrick Swygert is President Emeritus of Howard University and the State University of New York at Albany (SUNY-Albany) and former Executive Vice President of Temple University. During his tenures at SUNY-Albany and Howard University, he led historic and record-breaking capital campaigns featured in the New York Times, Washington Post, Chronicle of Higher Education, and Diverse Issues in Higher Education.

In 2021, Mr. Swygert was appointed by the U.S. Secretary of Defense to the Defense Policy Board (DPB). He has been a member of the National Security Agency (NSA) Advisory Board and the Central Intelligence Agency (CIA) External Advisory Board.

Mr. Swygert served as a Director of United Technologies Corporation (UTC) – a Fortune 30 company – for 16 years and The Hartford Financial Services Group, Inc. for 20 years. He has been retained as consultant to both companies and PNC Bank. Mr. Swygert has been appointed to federal commissions by Presidents George H. W. Bush, George W. Bush, and Bill Clinton. Mr. Swygert began his career in higher education as a law professor at Temple University where he also served as Interim Dean of Temple University's School of Law. His research and opinion pieces about access to higher education, and education equity and the law have been published in scholarly journals and by the New York Times, Washington Post, and Philadelphia Inquirer.

Since 2017, Mr. Swygert has been a MCLC Senior Fellow at the U.S. Military Academy at West Point where he also delivered the 2018 Black History Month Distinguished Lecture. A Founding Member of the Advisory Council for the Smithsonian Institution's National Museum of African American History and Culture, Mr. Swygert was also appointed in 2019 by the U.S. Secretary of the Interior to the 400 Years of African American History Commission.

Mr. Swygert holds a J.D. degree from Howard University where he graduated first in his class. He is recipient of nine honorary doctorate degrees, the State of Maryland Senate Award for Exemplary Leadership, Congressional Black Caucus Educator of the Year Award, NAACP Educator of the Year Award, and the Urban League Educator of the Year Award. He is a member of the bar for the District of Columbia, Pennsylvania and New York. Mr. Swygert is married to Dr. Leslie T. Fenwick and has two sons, H. Patrick Swygert, Jr. and Michael B. Swygert (both of whom hold JD degrees).

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COL Todd Woodruff
Director of the West Point
Leadership Center
Professor, USMA

Colonel Woodruff is the Director of the West Point Leadership Center and the Eisenhower/Benavidez Leader Development Programs. He previously directed the Department of Behavioral Sciences and Leadership's Academy Professor for Leadership and Management Studies, majors, chaired the West Point Leader Development System -Integration Committee, and served as a career infantryman. His previous assignments include four combat deployments to Iraq and Afghanistan, six tours with operational warfighting regiments, including Stryker, air assault, light, and armor assignments. His leadership positions have ranged from being a squad leader in West Germany patrolling the border against the Soviets; multiple squad, section, and platoon leader positions; two company commands that included developing and fielding of the Army's first Stryker units; to his final infantry assignment where he was the deployed battalion S3, XO, and acting commander for 1-14 Infantry (Stryker) in Iraq (2007 to 2009). Additionally, COL Woodruff has served in several staff positions, including Chief of IED-Defeat for the 25th Infantry Division during combat operations in Iraq (2006-2007), and Director of the Commander's Action Group (CAG) and Strategic Initiatives for Joint Task Force-1 in Bagram, Afghanistan (2017). COL Woodruff's experiences also reflect his strong emphasis on the Soldier-Scholar model. From his first exposure to West Point as a young sergeant training cadets, COL Woodruff has had a strong commitment to the Academy and the development of leaders. Since that summer, COL Woodruff has completed a Bachelor of Science and an MBA in management from Southern Illinois University, a Masters in Sociology from the University of Maryland, a PhD in Marketing from the Kenan-Flagler Business School at the University of North Carolina, and a Masters of Strategic Studies from the Army War College.

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Peter Wuffli, PhD
Former CEO UBS,
Founder elea Foundation,
Hon. Chairman IMD
Switzerland

Peter Wuffli (*1957) is the Founder and Chairman of elea Foundation for Ethics in Globalization. elea was established in 2006 and has the purpose to fight absolute poverty (i.e. less than USD 3 daily income per capita) with entrepreneurial means. elea is a philanthropic impact investor in the fields of agricultural value chains, informal retail and last mile distribution, and employable skill building.

In addition, Peter is Honorary Chairman of IMD and a member of the Advisory Board of the elea Center for Social Innovation at IMD. He also serves on the Board of Sygnum, a digital asset bank in Zurich and Singapore. Furthermore, he is a member of the Board of Trustees of Blue Earth Foundation and the Vice Chairman of the Zurich Opera House.

Previously, Peter was a Partner at McKinsey & Company, the CEO of UBS Group, and the Chairman of Partners Group and IMD respectively. Peter earned a Ph.D. in economics from University of St. Gallen, based on a dissertation on Swiss Direct Investment in Mexico.

He regularly publishes articles and books on themes of globalization, ethics, impact investing and leadership. His latest books are: Inclusive Leadership – A Framework for the Global Era, Springer 2016, and The elea Way – A Learning Journey Toward Sustainable Impact (together with Vanina Farber), Routledge, 2021.

He is married and has three adult children.

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COL Everett Spain

Department Head, Behavioral
Sciences & Leadership
Professor, USMA

Colonel Everett Spain, U.S. Army, is a Professor, USMA and Head of the Department of Behavioral Sciences and Leadership at West Point and serves as a senior advisor to the Army Talent Management Task Force. From 2015-2016, Everett served in the HQ, US Army Special Operations Command at Fort Bragg and in Iraq. Previously, he served at West Point as an Academy Professor and the Director of the Eisenhower Leadership Development Program, a joint-USMA/Columbia University master's degree program. From 2009-2011, Everett was the commanding officer of the U.S. Army Garrison-Schweinfurt (Germany), responsible for a community of over 10,000 Americans. Prior to that, he was a White House Fellow during the Bush and Obama Administration's transition year, where he served as the acting Deputy Chief Operating Officer of the U.S. Treasury's Office of Financial Stability, "the TARP." During 2007-2008, Everett was the aide-de-camp for the Commander, Multi-National Force-Iraq, for "the Surge." At the start of his career, Everett was a platoon leader and staff officer at Fort Bragg, where he was a member of the winning team of the 82nd Airborne Division's Best Ranger Competition and placed 6th in the Army-wide competition. As a captain in Germany, Everett led his company on the initial NATO deployment into Kosovo, after which they were recognized with the Itschner Award, given annually to the outstanding engineer company in the US Army. Everett received a Doctor of Business Administration (DBA) in management from Harvard Business School, a Master of Business Administration from Duke University's Fuqua School, and a Bachelor of Science in Environmental Engineering from West Point.

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COL Archie Bates

Deputy Department Head,
Behavioral Sciences & Leadership
Professor USMA Select

Colonel Archie Bates is an Academy Professor and Director of the Management Program in the Department of Behavioral Sciences and Leadership at West Point. He is a native of Bessemer, Alabama. Colonel Bates graduated from West Point in 1996 with a Bachelor of Science Degree in Management. He also holds a Master of Science degree in National Security Strategy from the National War College, and both a Master of Arts and a Ph.D. in Psychology from the University of Maryland – College Park. Archie is a graduate of the Adjutant General's Corps Officer Basic Course and Captains Career Course, the Combined Arms Services and Staff School, and the U.S. Army Command and General Staff College. His assignments include duty at Fort Carson, Colorado, where he was assigned to the 3rd Armored Cavalry Regiment as the Officer Strength Manager, and he later commanded the Alpha Detachment of the 4th Personnel Services Battalion. Following his assignment at Fort Carson, he attended graduate school, then served as an Assistant Professor teaching Leadership and Management courses at West Point. His next assignment was as Brigade S1 for 2nd Brigade, 101st Airborne Division (Air Assault) -- both at Fort Campbell, KY and in Baghdad, Iraq. He later served as the Executive Officer to the Director of Human Resources Policy on the Army Staff at the Pentagon. Subsequently, Colonel Bates was selected to be a White House Fellow and Special Assistant to First Lady Michelle Obama. He worked with Ms. Obama to inspire the public and private sector to provide better employment, education, and wellness opportunities for service members, veterans, and their families. Following that assignment, he was a Legislative Liaison working for the Secretary of the Army. Archie's last assignment was as battalion commander for the 120th Reception Battalion at Fort Jackson, SC -- the Army's largest reception station, bringing into the Army over 40,000 Soldiers a year. Colonel Bates' awards include the Bronze Star Medal, Military Outstanding Volunteer Service Medal, Parachutist Badge, Air Assault Badge, Presidential Service Badge, Army Staff Badge, and Major General Newman Award for Leadership Excellence.



COL Kate Conkey

Academy Professor, USMA

COL Kate Conkey is an Academy Professor and Program Director for PL300 & PL350, USMA's core leadership courses. She was commissioned as a Military Police officer from Furman University's Army SROTC Program in May 1999. She spent her first two years in the military as a platoon leader for the 142nd Military Police (MP) Company, 94th MP Battalion in Yongsan, Republic of Korea and the 571st MP Company, 504th MP Battalion at Fort Lewis, WA from 2000-2001. Transitioning to battalion staff as an assistant operations officer in August 2001, COL Conkey deployed with Task Force 504th MP Battalion in support of Kosovo 3B from October 2001 to May 2002. Upon her return, she served as a plans and operations officer for 1st MP Brigade (Provisional) from June 2002 until April 2003. COL Conkey served as Fort Campbell's Installation Provost Marshal from January 2004 to August 2005 when she deployed in support of Operation Iraqi Freedom 04-06 to command the 194th MP Company, 716th MP Battalion. Following her time in company command, COL Conkey served as an instructor at the United States Military Academy at West Point in the Department of Behavioral Sciences and Leadership from June 2009 until May 2012. Her most recent staff assignments include her positions as the operations and executive officer for the 22d MP Battalion (Criminal Investigation Division (CID)), 6th MP Group (CID) from June 2013 to August 2015 and as the MP Operations Officer in the Protection Cell as a member of Headquarters and Headquarters Battalion, I Corps from September 2015 to April 2016 at Joint Base Lewis-McChord (JBLM), WA. Her most recent leadership positions include her service as the Professor of Military Science for the University of Hawaii – Manoa Army Senior ROTC Program in Honolulu, Hawaii from May 2016 to May 2018 and as Battalion Commander for the Brigade Special Troops Battalion and Camp Buehring, Area Support Group - Kuwait from June 2018 to July 2019.

Small Group 1

Room: JH513



Bob McDonald

MCLC Founding Benefactor,
8th Secretary, Department of
Veterans Affairs



Diane McDonald

MCLC Founding Benefactor,
co-chaired Proctor & Gamble
Transferees, Inc. PGITI, a non-profit
group supporting P&G families



Rachael Collett '25

Cambridge University
Sport & Exercise Science



Adam Frank '24

Columbia
International Relations



Quinton McCorvey '23

USMA
Systems & Decision Sci.



Piok Mei '25

Dartmouth
Economics



Mackenzie Shoulla '25

USMA
Life Sciences



Sidney Triepke '25

US Coast Guard Academy
Naval Architecture & Marine
Engineering



Arion van Winkel

GIBS (South Africa)
Business Administration (PG)



Anna Wang '25

USMA
Psychology

Small Group 2

Room: JH501



Leslie Fenwick

Dean Emerita, Howard University
School of Education
Washington, DC



Tyler Einolf '24
USMA
Psychology



Jessica Ho '25
USMA
International Affairs



Teresia Mwema '25
Norwich
Nursing



Richard Poist '24
US Naval Academy
Cyber Operations



Nicolas Puig '24
USMA
Law & Legal Studies



Colby Sinclair '25
Auburn
Business Management



Laura Boyle '24
Duke
Mathematics



Brendan Coyne '25
Norwich
Cybersecurity Criminal Justice



David Garcia '25
USMA
Operations Research



Yas Hall '25
Auburn
Microbiology Pre-Vet



Sam Straus '24
Cornell
Applied Economics &
Management



Krystal Sun '25
Notre Dame
Business Analytics &
Economics



Jorund Tilley '24
Norwegian Military Academy
Military Studies



Kate Tully '25
Stanford
Political Science



Cris Navarro '25
Navarra (Spain)
Economics / Leadership &
Governance



Arnav Patra '24
Tufts
Economics & Civic Science



Rachel Schlemmer '24
US Naval Academy
Honors Oceanography



Siddharth Shah '25
USMA
Human Geography

Small Group 3

Room: JH423



MG(R) Suzanne Vares-Lum

President, East-West Center
Honolulu, Hawaii



Oleksii Antoniuk '24
Yale
Economics

Small Group 4

Room: JH414



H. Patrick Swaygert, JD

President Emeritus, SUNY-Albany
and Howard University
Washington, DC



Elisabeth Burkhardt '23

St. Gallen (Switzerland)
Law



Natanya Koshy '24

Ohio State University
Public Policy Analysis



Wilton Lawton '25

University of California,
Berkeley
Biology & Entrepreneurship



Luke Merriman '24

University of South Florida
Business Management



Birk Oesthagen '24

Norwegian Military Academy
Management & Land Power

Small Group 5

Room: JH401



COL Todd Woodruff

Director of the West Point
Leadership Center
Professor, USMA



Matthew Kane '25

Rutgers
History - Political Science



Sean Murray '24

USMA
Chemical Engineering



Kyla Guillaume '24

University of Virginia
Public Policy & Leadership &
Global Development Studies



Carly Ngo '24

Rice
Psychology



Megan Nkamwa '24

USMA
Political Science



Tegan Reboli '25

USMA
Organizational Psychology



Julius Rauch '24

Syracuse
Finance



Tyler Semon '25

USMA
Nuclear Engineering



Greysen Stewart '25

USMA
Organizational Psychology



Morgan Tompkins '26

Rutgers
Political Science



Joyce Wang '24

Notre Dame
Sociology - Global Affairs



Nicolas Whelan '24

University of Connecticut
Mechanical Engineering



Max Yong '25

Pepperdine
Political Science



Brett Zakheim '23

Tufts
Economics

Small Group 6

Room: JH301



Mr. Peter Wuffli, PhD

Former CEO UBS, Founder elea Foundation,
Hon. Chairman IMD
Switzerland



Jazmin Aguilar '23

Wake Forest
Business & Enterprise Management -
Concentration: Marketing



Matthew Eling '24

Georgia Tech
Mechanical Engineering

Small Group 7

Room: JH116



Michael Haynie

Vice Chancellor, Syracuse University,
Founder Institute for Veterans and Military Families
Syracuse, NY



Maria Garcia-Garcia '24

MIT
Biological Engineering



Miles Johnson '24

Virginia Military Academy
History



Madi Field '24

Seton Hall
Diplomacy & International
Relations - Economics



Lauren Guth '25

USMA
Economics



Kathryn Harding '25

US Coast Guard Academy
Naval Architecture & Marine
Engineering



Robert Herring '23

University of Florida
Electrical Engineering



Marco Jost '22

St. Gallen
Accounting & Corporate
Finance



Samuel "Sam" Jung '24

USMA
Law & Legal Studies



Rachel McCleery '24

USMA
Systems Engineering



Jennie Parrott '24

University of Hawaii
Economics & Computer
Science



James Ledwaba '20

GIBS (South Africa)
Business Administration



Malique Lewis '24

Syracuse
Communications & Rhetorical
Studies



Elizabeth Ogolo '24

Harvard
Neuroscience



Robert Sundy '24

USMA
Engineering Management



Edwin Pokisa '25

Northwestern
Data Science &
Organizational Change



Mallory Rogers '25

Harvard
Applied Math (Gov'tTrack) -
Minor: Educational Studies



Katie Sapozhnikov '24

MIT
Mechanical Engineering



Eric Xu '24

USMA
Psychology

Friday Keynote Speaker Mark Shapiro



Mr. Mark Shapiro
CEO of the Toronto Blue Jays

Mark Shapiro President & CEO, Toronto Blue Jays Mark Shapiro is one of the few Major League Baseball executives that has experience in all facets of the game –baseball, business, and league operations –over the course of a career that spans more than 30 years. Mark was appointed President & CEO of the Toronto Blue Jays in November 2015, a role that oversees the organization's business and baseball operations and represents ownership at the league level. Mark is responsible for the expansion of the Blue Jays' systems and capabilities in several areas, including player development, high performance, strategy, and analytics. He has championed two significant capital projects in his tenure: upgrading the team's Spring Training home in Dunedin, FL, with the Player Development Complex, an industry-leading performance facility, and the renovations to Rogers Centre. Under Mark's leadership, the Blue Jays have twice reached the postseason, in 2016 and 2020. Mark's baseball career began in 1992 in Cleveland, where he spent 24 seasons. He joined Cleveland as an assistant in baseball operations and quickly progressed into a senior leadership role as Director of Minor League Operations before becoming Vice President of Baseball Operations & Assistant General Manager in 1999. Mark was named Executive Vice President & General Manager in 2002 and held that position until he was appointed Team President in 2011. Following both the 2005 and 2007 seasons, Mark was named the Sporting News "Executive of the Year" and was the only active General Manager in MLB at that time to win the award twice. In 2005, he was also named "Executive of the Year" by Baseball America. Beyond his extensive work in the front office, Mark has been involved in key baseball initiatives at Major League Baseball for more than a decade. He currently sits on the league's Competition Committee; On Field Committee; Long-Term Strategic Planning Committee; and Revenue Sharing Definitions Committee. In addition, he is a member of the Board of Directors for Jays Care Foundation, the charitable arm of the Toronto Blue Jays. A Baltimore native, Mark played four years of football at Princeton University, where he earned a bachelor's degree in history. He lives in Toronto with his family.



Saturday Keynote Speaker Seema Hingorani



Ms. Seema Hingorani
Managing Director, Morgan Stanley

Seema R. Hingorani is a Managing Director and Strategic Client and Talent Engagement Lead at Morgan Stanley Investment Management (MSIM). She is also a member of the Investment Management Operating Committee, Chair of the Senior Advisory Board of Morgan Stanley Infrastructure Partners, a Senior Sponsor of Investment Management's Diversity Council and a member of Morgan Stanley's Diversity and Inclusion Senior Leaders Advisory Council. As part of the MSIM senior leadership team, Seema is focused on strategic client relationships, investment talent development and diversity initiatives across the platform. Seema joined Morgan Stanley in 2019 and has 28 years of investment experience.

Seema is also the Founder and Chair of Girls Who Invest, a non-profit organization dedicated to increasing the number of women in portfolio management and executive leadership in the asset management industry. Previously, Seema was the Founder and Chief Investment Officer of SevenStep Capital, an opportunistic investment platform focused on seeding women portfolio managers. Seema served until June 30, 2014 as Chief Investment Officer for the New York City Retirement Systems which had assets of \$160 billion. Previous to this appointment, Seema was Interim Chief Investment Officer and before that Head of Public Equities & Hedge Funds for the pension funds. Under her leadership, the pension fund was named Hedge Fund Manager of the Year - Large Public Pension Plans by Institutional Investor. Prior to Seema's four years of public sector experience, she served as Global Director of Fundamental Research at Pyramis Global Advisors; a Partner, Portfolio Manager and Senior Equity Analyst with hedge fund Andor Capital Management; a Partner and Senior Equity Analyst at hedge fund Pequot Capital Management; Co-founder of hedge fund Mirador Capital Management; and an Equity Analyst with T. Rowe Price.

Seema has worked with several organizations focused on issues concerning women and girls and is a prolific speaker on the topic of a more robust inclusion of women in the corporate sector. She was awarded in 2021 the insignia of Chevalier of the National Order of the Legion of Honor by France. She was also recognized in 2021 as one of 100 most influential women in U.S. finance by Barron's, honored as the 2019 Bloomberg 50 "Ones To Watch", the 2016 Woman with Impact by the Connecticut Women's Business Development Council, and Wall Street Women Entrepreneur of the Year in 2015 by Traders magazine. Seema served as a member of the National Finance Committee of Secretary Clinton's 2016 Presidential Campaign. She is a Board Director of the non-profit organization Women's World Banking, a Senior Advisor for The Wharton School Stevens Center for Innovation in Finance Cypher Accelerator, and an active member of The Economic Club of New York. Seema earned a B.A. in psychology/philosophy from Yale College and an MBA in finance from The Wharton School at the University of Pennsylvania.

MCLC Staff



Cadet Sydney Frascht '23
United States Military Academy
Applied General Psychology
MCLC Co-Cadet in Charge



Cadet Sydney Shannon '23
United States Military Academy
Org Psych & Leadership
MCLC Co-Cadet in Charge



MAJ Steve Fennessy
Officer-in-Charge



Mrs. Beatrice Wells
Executive Officer



COL Kate Conkey
Senior Advisor



MAJ Scott Nusom
Executive Officer/Operations Officer



Mrs. Leah Hoyer
Special Actions & Event Coordinator



Mr. Jhonathan "Jhon" Pitty
Administrative Assistant



CPT Mary Swan
Logistics Officer



Mr. Jim Straka
Media Manager

About BS&L

The Department of Behavioral Sciences & Leadership

The department consists of seven unique programs which support four academic majors, one academic minor, one masters degree program (in partnership with Columbia University's Teacher's College), two core curriculum courses, and ten cadet clubs and activities.

Mission	BS&L Programs	WPLC Led Cadet Clubs & Activities
To educate cadets in the leader-development, social, psychological, and management sciences in preparation for careers as commissioned leaders of character, inspiring in them the values of Duty, Honor, and Country.	<ul style="list-style-type: none"> Engineering Psychology* Management* Psychology* Sociology* General Psychology for Leaders (PL100)** Military Leadership (PL300)** West Point Leadership Center <p>* Denotes Academic Major ** Denotes Core Course</p>	<ul style="list-style-type: none"> McDonald Conference for Leaders of Character Class of '51 Chair for Study of Leadership Benavidez Leadership Development Program Eisenhower Leadership Development Program Black and Gold Leadership Forum Elevation Initiative Excel Scholars Program Class of '83 Distinguished Speaker Series Margaret Corbin Women's Leadership Forum Diversity Forum
To be the world's preeminent academic department focused on leader development.		



High-Interaction Panels

Intent:

To facilitate a rapid, exciting exchange of ideas, involve the maximum number of student fellows, and stimulate small group discussions.

The Goal:

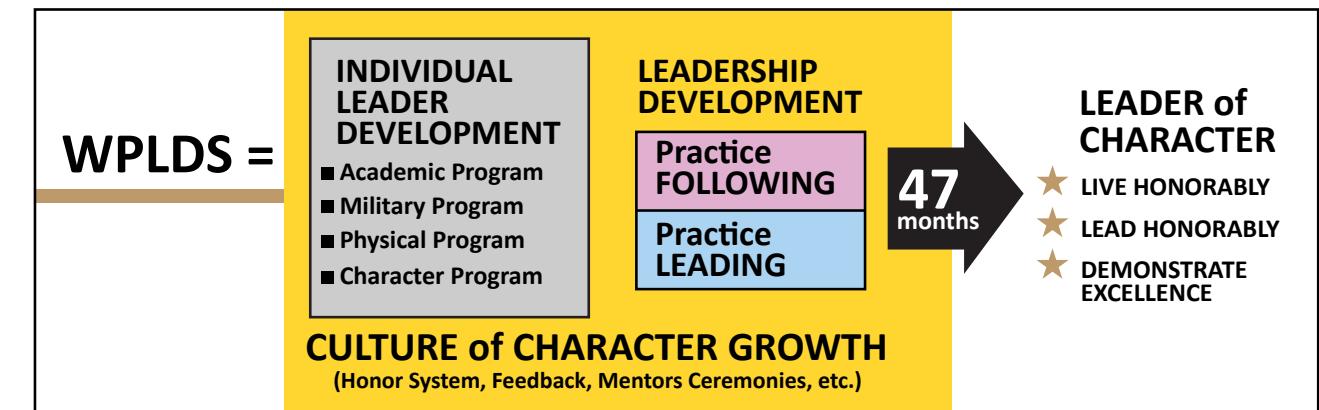
At least 15 student fellow questions answered within in an hour.

Guidelines:

- The moderator will briefly introduce each panelist and then offer an initial question to each panelist.
- We encourage panelists to respond to questions in no more than two minutes, when possible.
- After each panelist answers an initial question, the moderator will then open questions to the audience.
- To maximize student fellow involvement, we ask student fellows to only ask one question each per panel.
- To conclude, ask each panelist to offer two minutes of his or her closing thoughts.

Panel #1 Followership	Panel #2 Strength of Character	Panel #3 Leading Peers
Afternoon, Friday, 31 March <ul style="list-style-type: none"> H. Patrick Swygert 	Morning, Saturday, 1 April <ul style="list-style-type: none"> Mike Haynie Bob McDonald MG (Ret) Vares-Lum 	Afternoon, Saturday, 1 April <ul style="list-style-type: none"> Leslie Fenwick Peter Wuffli

The West Point Leader Development System



WPLDS OUTCOMES USMA graduates:

1. Live Honorably by:

- Taking morally and ethically appropriate actions regardless of personal consequences.
- Exhibiting empathy and respect towards all individuals.
- Acting with the proper decorum in all environments.

2. Lead honorably by:

- Anticipating and solving complex problems.
- Influencing others to achieve the mission in accordance with the Army values.
- Including and developing others.
- Enforcing standards.

3. Demonstrate excellence by:

- Pursuing intellectual, military and physical expertise.
- Making sound and timely decision.
- Communicating and interacting effectively.
- Seeking and reflecting on feedback.

Key Conference Locations

The Thayer Hotel. This landmark West Point hotel has been a celebrated part of American history since 1926, when it was established to accommodate U.S. Military Academy personnel and their guests. It is named in honor Colonel Sylvanus Thayer, superintendent of the academy from 1817 to 1833, and listed on the National Registry of Historic Places.

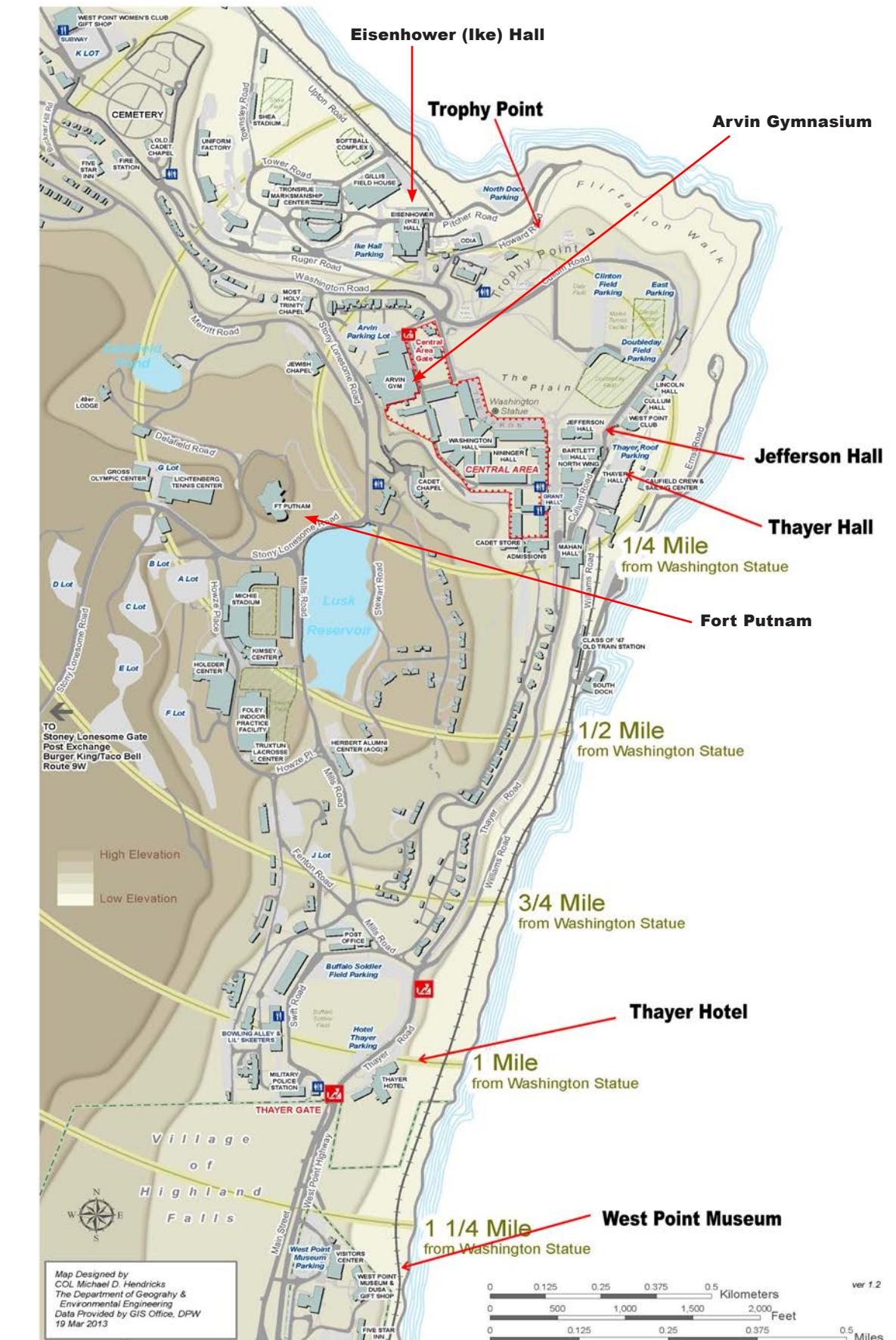
Washington Hall. First completed in 1929, is the cadet dining area, also called the "Mess Hall." All 4,400 members of the Corps eat at one time in around 25 minutes for most breakfasts, lunches, and dinners. A large mural in the southwest wing, completed in 1936 depicts the history of weapons and warfare used in many of the most decisive battles fought through time. Out the front door down the steps of Washington Hall is a statue remembering President George Washington atop his horse.

Eisenhower Hall. Dedicated to bringing great performances to the United States Corps of Cadets and to its friends and neighbors throughout the Hudson Valley. Completed in 1975, Eisenhower Hall Theatre is the Hudson Valley's premier performing arts center and is a special showplace where stars appear regularly and where the excitement of Broadway plays and musicals are standard fare. Opera, dance, symphony orchestras, comedians, staged spectaculairs, country and rock are all on the menu. The venue also hosts briefings to the entire Corps of Cadets from Presidents, Chiefs of Staff, and other key leaders and guest speakers.

Trophy Point. The location of the Flag Pole and Battle Monument. The Battle Monument has the names of 2,230 officers who were killed as members of the US Regular Army during the Civil War. Trophy Point is also where one can relax and take in the best view the Hudson Valley has to offer.

Jefferson Hall (Cadet Library). Completed in August 2008, reflects the Academy's ongoing commitment to academic excellence. The Cadet Library and the Center for Enhanced Performance, both providers of student-centered information services, are now consolidated in one central location, directly along the path from the barracks to Thayer Hall. The Haig Room, where most of the conference is held, is on the sixth floor of Jefferson Hall.

Thayer Hall. Originally designed and constructed as the Riding Hall, utilizing the vocabulary of the Gothic Revival style that they had incorporated into other buildings at West Point during the same period. The structure originally contained one large free-span space in the main portion of the building, with horse stables and a hay loft located in an adjoining structure at the south end of the west elevation. Between 1955 and 1959, the Riding Hall was converted into an academic building and renamed Thayer Hall.



Cadet Jargon and Slang

Area	Abbreviation for the Cadet Area. The location of cadet barracks and academic buildings.
AMI	Morning Room Inspection. Rooms in AMI are in a high state of cleanliness.
Beast	Slang for Cadet Basic Training. Cadet Basic Training is a 6-week training course before a cadet's first year. During this training, they are called "New Cadets."
Boodle	Slang for snacks, food, or candy.
Butter Bar	A new Second Lieutenant.
Civies	Civilian clothing.
Comm	Abbreviation for the Commandant of Cadets.
Corps Squad	A member of the Corps who is on a Division I sport team.
Cow	A member of the Junior/ Second class.
DMI	Department of Military Instruction.
DPE	Department of Physical Education.
Firstie	A member of the Senior/ First class.
Hell Cats	Musicians who sound reveille and the calls.
Plebe	A member of the Freshman/ Fourth class. The lowest ranking cadets of the Corps.
PMI	Afternoon Inspection, a state less than AMI.
SAMI	Saturday Morning Inspection. The most difficult level of room inspections.
Slug	A member of the Corps who is not on a Corps or Club squad team.
Supe	Abbreviation for the Superintendent of West Point. The highest ranking officer on post.
Squid	One who attends the Naval Academy.
TAC	Abbreviation for Tactical Officer. Tactical Officers are Army officers who help run each cadet company. There are 36 cadet companies.
TEE	Term End Examination, also known as finals.
WPR	Written Partial Review. A test given during a class.
Yearling	A member of the Sophomore/ Third class. Also known as a "Yuk."
Zoomie	One who attends the Air Force Academy.

Rank and Insignia

U.S. Army Officer Ranks and Insignia

0-1	0-2	0-3	0-4	0-5	0-6	0-7	0-8	0-9	0-10	SPECIAL
										

U.S. Army Enlisted Ranks and Insignia

E-1	E-2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	SENIOR ENLISTED ADVISOR
									

U.S. Corps of Cadets Ranks, Insignia, and Awards

							
							
Top Team in Each Regiment	Top Teams in Company athletics	Commandant's Award Excellence in the Physical Program	Excellence in IOCT	Excellence in Physical Fitness			

FAQ

Where is the conference located at West Point?

All conference activities at West Point are within walking distance of each other. A bus will transport you from the Thayer Hotel to the conference area every morning and evening. Most conference activities will be held in U.S. Military Academy library, Jefferson Hall, to include panels and keynote speakers in the Haig Room and breakout sessions with your team in various conference rooms throughout the library. A few other activities will be held in other nearby locations.

When should I plan to arrive?

Registration is from 9am-4pm on Thursday, March 30th, 2023, at the Thayer Hotel at West Point.

Who should I contact when I arrive?

A West Point representative will be on-site and in uniform to welcome you when you arrive at the Thayer Hotel.

Where will I park?

For guests arriving by car, parking is available at the Thayer Hotel and at Buffalo Soldier Field, next to the hotel.

Are there stores at West Point to make small purchases?

Yes, the Cadet Store sells West Point merchandise, snacks, and drinks. There is also a gift shop open to the public, and a bookstore in Thayer Hall, our main academic building. These shops also sell snacks and various Academy memorabilia.

What should I pack?

Your day will be filled with scheduled, conference events. Breakfast will be provided, and conference activities will generally begin around 8am. On Friday and Saturday, we also offer physical fitness events at historic locations around West Point. All attendees are encouraged to attend these memorable events. The conference activities will include panel discussions and then time to work in small teams with your mentor guidance. Expect to be in conference until approximately 8pm each evening, with evening social events following the official activities.

What is the weather like?

The weather in New York in late March is usually around 48 Fahrenheit (9 Celsius) during the day with lows at night around 29 Fahrenheit (-2 Celsius) with a possibility of cold rain and snow. Regardless of the forecast, you should bring a jacket in case it is cold, and at least one warm-weather outfit in case it is unseasonably warm.

Will we interact with cadets?

Yes, West Point is nominating cadets to attend the conference. You will be working with cadets as well as with students from other schools throughout the conference, and you are encouraged to network and mingle with both.

How are we moving around at the conference?

Transportation will be provided to/from the hotel at the beginning and end of each day; it is about a 20-minute walk if you choose to make it. The conference buildings are within 5 minutes' walk of each other, and any other locations you may choose to visit—tourist attractions such as Trophy Point or Kosciuszko's Garden, or the Cadet Chapel—are within 10 minutes' walk of the conference buildings.

What food will there be?

All meals will be provided for you; please inform us if you have specific dietary needs and we will try to accommodate you (Kosher, Halal, Vegetarian, etc.). Snacks and drinks will be provided between events, and there will be an opportunity to eat one meal in the Cadet Mess Hall.

How much money should I bring?

All meals will be provided for you. While snacks will be provided between most events, any additional food that you may desire, or souvenirs can also be purchased at various locations.

Are there fees?

There are no fees for those attending the conference. All lodging and food will be provided.

Conference Conduct and Safety

We look forward to exploring the topics of leadership and character with you. Your safety during your time at West Point is of the utmost importance to us. We ask that all visiting student fellows remain on campus for the duration of the conference. If a student fellow needs to travel off campus, please see Major Steve Fennessy for assistance.

Partner Schools



DARTMOUTH

Attire Guide

Category	Description	MCLC Events
Active Wear (AW)	<p>Civilian: Shorts or sweatpants with a comfortable shirt or outer garment. Shirts should have sleeves.</p> <p>Comfortable (running/athletic style) shoes.</p> <p>Military: IPFU with jacket/pants as needed.</p>	<ul style="list-style-type: none"> • Morning Physical Fitness Activities
Business Casual (BC)	<p>Civilian: For men, business casual means slacks with a dress shirt; tie and jacket are optional. For women, business casual means either slacks or a skirt (no shorter than knee length) with closed-toe shoes, a button-down shirt, blouse, jacket, or sweater.</p> <p>Military: White-over-Gray for Cadets, ASU/AGSU-B for Officers</p>	<ul style="list-style-type: none"> • Daily Events and Programming on 31 Mar-2 April (Fri/Sat/Sun) • Dinner & Keynotes • Evening Socials • Optional Religious Services
Casual (C)	<p>Civilian: For men, this means khakis or a nice pair of jeans, a collared shirt (polo, button down) or sweater. For women, casual is a conservative skirt, dress or a nice pair of jeans, and shirt that covers the shoulders (blouses, sweaters, etc.).</p> <p>Military: Appropriate civilian attire or ACU if performing duties.</p>	<ul style="list-style-type: none"> • Arrival and Events on 30 MAR (Thursday)



Reflection Guide

What are the three most important insights and perspectives you've absorbed from the conference?

How has your understanding of character-based leadership changed?

What are three actions, behaviors, or practices you plan to apply to your own leadership efforts?

How will you continue to build on the ideas and insights you've gained from the conference?

Notes



Notes



Notes



Notes