

Summary

Academic Year 2015 (AY-15, from 01 July 2015 until 30 June 2015) was a time of great progress, innovation and development in the Department of Behavioral Sciences and Leadership (BS&L) that furthered the Academy mission and supported accomplishment of Superintendent priorities and Dean Strategic Goals. During the past year, the Department furthered its vision and continued to focus on being a *global leader* in *teaching* and *creating knowledge* for the practical application of *social, organizational, and psychological sciences* to enhance *leader effectiveness* across the human dimension. In support of this vision, the Department made significant contributions through its teaching, research, conferences, service, and cadet development. Department leadership continually succeeded in *educating* cadets in the *behavioral, organizational, and sociological sciences* to prepare them for careers as commissioned *leaders of character, inspiring* in them the values of Duty, Honor, Country and *providing the developmental opportunities* for cadets and faculty that lead to personal and professional *excellence* during a career of *service* to our Nation and our Army. Department leadership accomplished this mission by rallying around strategic goals focused on: recruiting and retaining quality staff, faculty members and cadets; advancing teaching and assessment techniques; resourcing the Department for freedom of action; enhancing the Department's global reputation; continuing to build the West Point Leadership Center; expanding the Department's professional and social networks; fostering a collective Department identity; and conducting scholarly research.

Meeting our primary mission

During AY-15, BS&L offered five academic majors (**Sociology, Psychology, Leader Development Science, Management, and Engineering Psychology**) and taught two core courses (**PL100: General Psychology for Leaders** and **PL300: Military Leadership**). In support of changes to academic majors and graduation requirements, the Department conducted a major curriculum review and benchmarking study which repositioned Leader Development Science as a concentration within the field of Psychology. As such, *during AY-16*, the Department will offer *four academic majors* with Leader Development Science being renamed *Organizational Psychology and Leadership*, leading to a stronger leadership curriculum and better resourcing with stable faculty leadership under an Academy Professor and appropriate Title X civilian faculty. Along with a Math course, PL100 served as a model that helped shape the form and processes employed for a review of all courses included in the new core curriculum. This helped both the Department and the Academy accomplish the mission of educating cadets while serving the broader community.

The Department consisted of 47 staff and faculty and offered a total of 45 courses which attracted 446 cadets majoring in one of the four disciplines. In the past year, the Department educated, trained, and inspired approximately 3,500 cadets in the classroom and impacted many more cadets by way of sponsorship, mentorship, and relationships built as Corps Squad team Officer Representatives (5 Head Officer Representatives), Club Officers in Charge or Assistant Officers in Charge (14), MX400 Instructors (4), Leader Challenge Mentors (6) and Mentors in the Special Leader Development Program including the Respect Mentorship Program (13).

Pictured below: The 2014-2015 BS&L Faculty



In AY15, BS&L continued to improve the West Point Leadership Center (WPLC). The Leadership Center consists of the Class of 1983 Distinguished Leader Series ('83 DLS), the Black and Gold Leadership Forum, the McDonald Cadet Leadership Conference (MCLC), the West Point Negotiation Project (WPNP), the Eisenhower Leader Development Program (ELDP), and designated research fellows.

The McDonald Cadet Leadership Conference: One of the largest accomplishments in support of the WPLC was the third annual McDonald Cadet Leadership Conference (MCLC), held from 16-19 April 2015. The conference was led and fully endowed by a generous gift from *Secretary of Veterans' Affairs, Bob McDonald (USMA '69), and his wife Diane*. This cadet-led conference, entitled *Cross Cultural Competence* and held from 16 to 19 April 2015, is a premier and transformative leadership experience that brings together young, emerging undergraduate global leaders with preeminent world leaders to discuss leadership within the context of global economics, education,

stewardship, and connectedness. This year's conference brought together students from 28 different American universities, 11 international schools (Canada, China, Switzerland, England, Kuwait, Singapore, Australia, Cameroon, and South Africa) and 20 USMA cadets with diverse, multidisciplinary backgrounds with a former President of Mexico, corporate CEOs from the US, Singapore, and China, college presidents from the US and Israel, and senior leaders within the US military, the International Federation of the Red Cross and Red Crescent, the African Development Bank and the film industry. Each student and cadet fellow was hand selected by university and college provosts and deans from over 40 academic institutions across the world. At the heart of the experience were 12 small teams of six or seven student fellows who are thoughtfully engaged before, during, and after the conference. Each team was mentored by a prominent thought-leader, or a senior executive from the private, public, non-profit, or governmental sector. While relationships continue beyond the conference, student leaders, in conjunction with these world leaders, published OPEDs for the online publication, "New York Times in Leadership."

Pictured below: Mr. and Mrs. Robert McDonald and all of the participants at the Third Annual Mr. and Mrs. Robert McDonald Cadet Leadership Conference.



Distinguished Leader Series: In addition to the MCLC, the '83 DLS hosted several distinguished leaders, including Ms. Edith Cooper, *For Love of Country* authors Mr. Schultz (CEO, Starbucks) and Mr. Rajiv Chandrasekaran, Mr Bill Murdy (USMA '64), Mr. Joe Anderson (USMA '65), Ms. Sheryl Sandberg (COO, Facebook, and Lean In), Mr. Ken Kicks (USMA '74) and Ms. Frances Hesselbein.

Pictured below: On Friday, 14 November 2014, **Edith Cooper**, Executive Vice-President and Global Head of Human Capital Management of Goldman Sachs, visited West Point as part of the Class of 1983 Distinguished Lecture Series. As part of her visit, Ms. Cooper observed a PL300 class on Organizational Change, engaged with cadets, and provided a Dean's Hour lecture to select cadets, faculty, and staff on the challenges of organizational leadership, culture change, and diversity in a volatile environment.



Further, noted psychologist, author, and Nobel Laureate, Dr. Daniel Kahneman, graciously agreed to support USMA cadets and faculty by providing this year's PL100 distinguished lecture and furthering BS&L faculty development. This lecture educated all fourth class cadets at USMA on topical issues relevant to developing leaders of character and related to an in-depth understanding of the human condition.

Pictured below: Dr. Kahneman addressing cadets during a distinguished lecture series



West Point Negotiation Project: AY-15 also saw the expansion and improvement of the West Point Negotiation Project, which enhances the ability of military leaders to negotiate in complex, challenging situations during both war and peace, throughout both the Academy and the Army. In addition to greatly improving the ability of military leaders to negotiate, WPNP educates future and current officers about negotiation as a leader competency through highly interactive experiential learning while inspiring future officers to develop the negotiation skill as a leader competency. Below are some of the major highlights and negotiation innovations spearheaded by ***MAJ Christina Fanitzi*** and the WPNP:

From 04-08 August 2014, WPNP hosted the FBI's Crisis Negotiation Unit in an educational course for cadets and leaders from BS&L, BTD, Center for the Study of Civil-Military Operations, New York Police Department (NYPD), USCC, and the West Point Provost Marshall's Office. During the course, cadets learned the importance of negotiation in crisis situations, were introduced to a framework for active listening, analyzed real FBI footage of 1993 Waco Crisis and the 2014 Dothan Kidnapping to apply concepts learned, and practiced negotiating in a series of role-playing exercises.

From 13-15 August 2014, WPNP spearheaded a training seminar for 22 Navy Seals, special warfare combatant craft crewmen, and Marine Reconnaissance leaders enrolled in the Naval Special Warfare (NSW) Platoon Leaders Course, at Naval Amphibious Base (Coronado, CA). During the workshop, leaders were introduced to negotiation as a leader competency, learned how to analyze negotiation situations, and practiced managing difficult negotiation counterparts.

In September, WPNP offered a negotiations workshop for 24 international business and governmental sector leaders enrolled in the Global Executive MBA program at the University of Navarra-Spain's IESE Business School.

In February, WPNP trained MG Richard Clarke, Commanding General of the 82nd Airborne Division and 14 of his primary staff Officers during their leader development visit to West Point. WPNP developed specialized scenarios for the unit as they prepared for their late Summer 2015 Iraq Deployment in support of Operation Inherent Resolve.

In April, WPNP ran a negotiation education workshop for Academy and world leaders. Visiting cadets came from the US Air Force Academy and Royal Military Academy (Belgian), and ROTC programs at Boston University, Cornell, Dartmouth, Liberty University, Norwich, Princeton, Providence, Texas A&M, UCONN (Army and AF), University of New Haven, UNC-Chapel Hill, UVA, and Yale. Guest speakers included LTG McMaster, the Director of ARCIC and Deputy Commanding General-Futures

TRADOC, graduate panelists and USMA grads, CPT Zach Foster and CPT Mike Lavelle, who shared their experiences applying negotiations coursework in the Army, and CPT Charles Gallagher, D Co, 1-505th PIR, 3-82nd Airborne Division, deployed ISO Operation Inherent Resolve, who shared difficulties and successes negotiating with the Department of State and local Iraq forces.

In June, WPNP facilitated a “Principled Negotiation” workshop for 60 Army and partner Leaders. The diverse leader population represented Fort Drum, Fort Bragg, Fort Campbell (Both CST TF and 5th SFG), USMA, the Brazilian Army, the National Training Center, and the US Army War College.

Pictured below: WPNP cadets and faculty in negotiation training



Class of '51 Chair for Leadership Studies: On 24 and 25 March, Mr. Tom Tierney, Class of '51 Chair for Leadership Studies, made several formal visits to West Point in his 2-year partnership with the Department. Mr. Tierney serves as the chair for two years (2014-2016) and follows Mr. Jim Collins, Ms. Frances Hesselbein, the Honorable Eric Shinseki, and Coach Mike Krzyzewski as previous leadership chairs. In addition to meeting with cadets, Department leadership, tactical officers, and junior faculty, he met with military spouses to discuss how successful leaders can live successful lives. Mr. Tierney also held a small group seminar with seven CPTs, MAJs, and LTCs from BS&L, SOSH, and English & Philosophy Departments and BTG, giving them an opportunity to be personally developed while taking valuable time to reflect on their personal and professional success among peers. Mr. Tierney further partnered with the BTO and RTOs to host a session with 23 of the newly selected KSL Commanders and CSM/1SGs from the class of 2015 who led every summer detail and assumed leadership roles within the Corps of Cadets in the fall of 2015. The group candidly discussed what successful leadership will look like this summer, and how they will engage their peers, subordinates, and the institution as upcoming senior leaders. It was a great opportunity

to share the passion and complexity of leadership and be inspired by their classmates and long-term teammates.

Pictured below: Mr. Tom Tierney engages cadets during one of his several visits as the Class of '51 Chair for Leadership Studies.



Making contributions felt by the Army, the scientific community, and beyond

Throughout the year, Department Faculty made numerous significant academic, intellectual, service-oriented, and operational military contributions. Members of BS&L made impacts through their scholarly research, sharing intellectual and human capital, community and national service, and through their contributions to the Army and its various worldwide missions. A small sampling of these notable examples include:

Focusing on building stronger leaders able to more effectively communicate, actively listen and counsel, PL300, Military Leadership, integrated the Emergent Leader Immersive Training Environment (ELITE) into the classroom during the fall semester of AY15. With the help of the Department's Engineering Psychology Program and USC's Institute for Creative Technologies, ELITE allowed PL300 to conduct a realistic, individual counseling practical exercise for 625 students without a significant increase in manpower requirements. ELITE provides a realistic, computer-based counseling simulation and an opportunity for cadets to apply leadership concepts learned throughout the course. During these simulations, cadets not only enhanced their abilities to effectively counsel Soldiers, but were placed in practical, tough situations, including two SHARP-related leadership scenarios where they must address sexual harassment issues within a platoon. Feedback and data collected from cadet experiences will play a major role in the refinement of ELITE, its potential expansion within the curriculum, and the eventual fielding of the program Army-wide.

Pictured below: Cadets participate in the ELITE Counseling simulation



As a part of a Minerva research grant to **Dr. Luke Gerdes**, CDT Lewis Black participated in network science re-search being conducted at Raffles Institution (RI) and he was invited to give a talk to over 250 RI students. Following a lively introduction by **LTC Matt Clark**, PL100, CDT Black gave a talk on his personal leadership journey to the student leaders of RI in Singapore. RI is a prestigious college preparatory school in Singapore that has educated several important Singaporean leaders, including Lee Kuan Yew, the first Prime Minister of Singapore.

LTC Matthew Clark published *Constraints of Agency: Explorations of Theory in Everyday Life*, a book that seeks to develop a systematic theory of axioms of agency, the ability of a person to think and act in a given environment. The book further describes implications for research and practice founded on an understanding of the person as an actor in the world, and has implications for research and practice across psychology's sub-fields on the concept of agency in human behavior.

Dr. Luke Gerdes published *Illuminating Dark Networks: The Study of Clandestine Groups and Organizations*. As provided by the publisher, "Clandestine groups and networks are fundamentally different than transparent organizations. Consequently, we need new and different tools to understand terror groups, criminal networks, and other Violent Non-State Actors. *Illuminating Dark Networks* explores the state-of-the art in methods to study dark networks."

On 25 July, **LTC Dan Smith** spoke at the 79th Annual Meeting of the Psychometrics Society. He spoke on "The Use of Conditional Reasoning to Measure Implicit

Personality, and the Role of Item Response Theory in the Development of Conditional Reasoning Tests.”

Brain Mind Research Institute (BMRI) hosted a visit by cadets on 26 September. The visit gave select cadets majoring in Life Sciences, Psychology and Kinesiology the opportunity to learn about the cutting-edge work done by Burke neurologists, physical and occupational therapists, and researchers. Burke's affiliation with Weill Cornell Medical College gives it a unique position as a world-class primary treatment and research center in the New York City area.

Pictured below: Cadets at the Brain Mind Research Institute



Members of the Sociology Program of the Department of Behavioral Sciences and Leadership contributed to the Inter-University Seminar on Armed Forces and Society Conference in Ottawa, Canada, from 18 to 19 October, 2014. **Dr. Morten Ender, LTC Remi Hajjar**, and Cadets Will O’Keefe, Tyree Meadows, Josie Antilla, Ian McWilliams, and Jennifer Webster presented their research projects. Dr. Ender and LTC Hajjar also chaired panels at the conference.

The Psychology Program sponsored the Annual Frances Hesselbein Student Leadership Program from Oct 27-Oct 30. This program brings high school students from across the country for a 4-day event here at West Point. All 12 participants were student leaders from the Student 2 Student program sponsored by the Military Child Education Coalition (MCEC).

On 30 October 2014, *COL Everett Spain*, Director, ELDP and *MAJ Brandon Soltwisch*, XO, ELDP, hosted leaders from across USMA, including the Commandant and BTO, on a trip to Teachers College – Columbia University. The purpose of the visit was to familiarize USMA leaders with the Eisenhower Leader Development Program (ELDP) and to strengthen the relationship between key stakeholders at both institutions. The trip strengthened relationships between USMA and Teachers College and provided key stakeholders with critical information on how best to leverage the strategic impact of the program going forward.

Department leaders and cadets, led by *Dr. Morten Ender and LTC Remi Hajjar*, joined a larger group from West Point that attended the movie premier of "The Last Patrol," hosted by Google in New York City, New York, on Friday evening, November 7, 2014. After the film, faculty and cadets participated in a question/answer session with the three major actors from the movie, including Sebastian Junger.

Department Leaders and cadets, led by *LTC Remi Hajjar* and the *Sociology Program*, braved February's frigid temperatures to participate in New York City's Homeless Outreach Population Estimate (HOPE). Each year, thousands of volunteers, in coordination with the NYC Department of Homeless Services, canvass parks, subways, and other public spaces to estimate the number of people living unsheltered in the city. Participating cadets met with the NYC commissioner of homeless services and learned about survey methodology, data collection methods, homelessness, poverty, and some of the strategies for dealing with these and other social problems.

Pictured below: BS&L cadets and faculty at HOPE 15



Members of the Sociology Program of the Department of Behavioral Sciences and Leadership (BS&L) contributed to the Eastern Sociology Society (ESS) Conference in

New York City, New York, from 26 February to 1 March 2015. *Dr. Morten Ender, LTC Remi Hajjar, CPT Jessica Cadet Ian McWilliams (USMA '15), and Cadet Chelsey Miranda (USMA '15)* all presented their research. *Dr. Ender and LTC Hajjar* also presided over multiple panels at the conference, and **Dr. Ender** was one of two co-organizers for the special military mini-conference within the overall ESS. The military mini-conference included six panel sessions comprising 24 presentations with 36 participants. Additionally, *MAJ Laura Weimer* brought twenty BS&L cadets for a one day visit to participate in and observe panels at the ESS. USMA presentations included: *Dr. Morten Ender* ("Are Military Brats More Tolerant?"); *LTC Remi Hajjar* ("Military Linguists: Vital Intercultural Intermediaries;" and, "The Potentially Powerful Teaching Tool of Auditory Feedback"); *CPT Jessica Dawson* "The Halo Effect: Does Status Affect Perceptions of Wrong Doing in the Military Moral Community"; *Cadet Chelsey Miranda* ("Female Relational Aggression: The Impacts of Tokenism at West Point"); and *Cadet Ian McWilliams* ("Why Do Veterans Miss War?")

BS&L also prepared cadets to handle the complex issues that they may face as leaders both in the Corps and beyond. On 10 March, the Psychology Program, led by *COL Diane Ryan* and *Dr. Margie Carroll* hosted a symposium entitled *Understanding Suicide: Awareness, Prevention and Response*. Guest panelists included General (Retired) Peter Chiarelli, the 32th Vice Chief of Staff of the Army and CEO of One Mind, best-selling author Dr. Kay Redfield Jamison, and Dr. Barbara Stanley of Columbia University.

Beyond connecting cadets to world leaders and global issues through conferences, the Department of Behavioral Sciences and Leadership provided cadets with other experiences to enhance their leadership capabilities and worldview. For example, the Management Program connected cadets with various profit, nonprofit, and governmental organizations and business schools to develop and expand their leadership competencies and experiences. Other examples from the Management Program include:

A leader development partnership was created with McGraw-Hill Financial. In this partnership, the program and McGraw-Hill make reciprocal visits to build leader development, strengthen relationships, and further New York-area outreach for the Academy.

Leader development student exchange trips to the University of Pennsylvania, Columbia University, Cornell University, Boston College, Harvard University, and the Massachusetts Institute of Technology.

Hosted student groups from, and conducted leader development programs for, the Wharton Business School at the University of Pennsylvania, Pretoria University of South Africa, Beijing University, and Cornell University.

15 cadets in 6 teams competed for the first time in the Mid-Hudson Valley Regional Business Plan competition. Four teams won first place in their category and a fifth team won second place in their category. These five teams advanced to compete in the New York State Business Plan competition.

Dr. Lissa Young presented a paper at the 2015 American Psychological Association annual summit.

Dr. Lissa Young was selected to organize two different panels for the 2015 Academy of Management conference.

CPT Jon Mohundro presented a paper on restructuring ROTC scholarships to support talent management at the 2015 CSA Futures Conference

Cadets from both the Management and Sociology Programs also visited Google to explore talent management and leader development. Each of these events leveraged industry and discipline leaders to engage cadets in discussions of management, leadership and organizational problems tied to course and program learning objectives and leader development topics. Equally important, these business and government leaders learned more about USMA, our mission and the types of men and women that will serve as the future leaders of our military and Nation.

On 8 April, with the help of *CPT Charles Rowan*, cadets conducted an operations order briefing using the *Augmented Reality Sandtable (ARES) in the Engineering Psychology Labs*. This effort leveraged DMI and BS&L in order to gather data for the proof of concept of the ARES system. Cadets were able to rapidly build 3D terrain models in order to facilitate their communication of the order. CPT Paul Rickmeyer evaluated cadets on their order delivery and provided feedback using features of ARES such as highlighting effects of terrain in a more three dimensional space.

Pictured below: cadets brief an OPORD on ARES



MAJ Bridgette Bell and CPT Charles Rowan, Engineering Psychology Program, organized and produced a new series entitled “Thayer Talks.” The 15-20 video sessions communicated the E-Psych Program’s contributions to numerous fields by having researchers and subject matter experts present in a TED Talk-style. Future talks planned in AY16 will include personnel from the Institute for Creative Technologies, Army Research Labs, and the Coast Guard Human Systems Integration Office.

The Engineering Psychology Program, led by *MAJ Bridgette Bell and CPT Charles Rowan*, visited the Natick Soldier Systems Center in Natick, Massachusetts in March 2015 to discuss current development initiatives and further collaborate on analyzing female army combat helmets.

Pictured below: E-Psych Program faculty and cadets at Natick Soldier Systems Center



On 25 April, *LTC Dan Smith* was a presenter in a symposium entitled “Latest Findings in Conditional Reasoning”. He spoke about the use of conditional reasoning to measure implicit motives.

The lawful and ethical use of lethal force is an issue at the heart of effective combat leadership. Leading well in this regard requires a pragmatic and integrated knowledge of psychology, physiology, tactics and the law. The centrality and importance of this issue made it an important theme of PL471, Leadership in Combat, this semester. From 1-3 May, cadets, led by *LTC Dan Smith*, visited the US Air Force Expeditionary Center at Joint Base McGuire-Dix-Lakehurst, where they engaged in experiential learning designed to develop their judgment and capability to lawfully and ethically wield lethal force in ambiguous, stressful, dynamic and rapidly evolving situations.

LTC(P) Todd Woodruff and Department leaders planned and executed the Hudson Valley Special Olympics, coordinating over 1,000 volunteers, 800 athletes, and 2,500 family members.

Impact of Current Conflicts on the Mission

The current conflicts around the globe had a significant impact on the Department this academic year. During the summer of 2014, *LTC (P) Todd Woodruff*, the program director, completed an operational assignment to Afghanistan where he served on a senior headquarters staff. *LTC Patrick Downes* also left to complete an operational assignment in Afghanistan where he served as a combined-joint staff planner. The Department also saw the Department Head, *COL Bernard Banks*, the Acting Deputy Department Head, *COL Diane Ryan*, and the Deputy Department Head, *COL Everett Spain*, deploy in support of operations in CENTCOM and PACOM AORs before the Class of 2015 graduation.

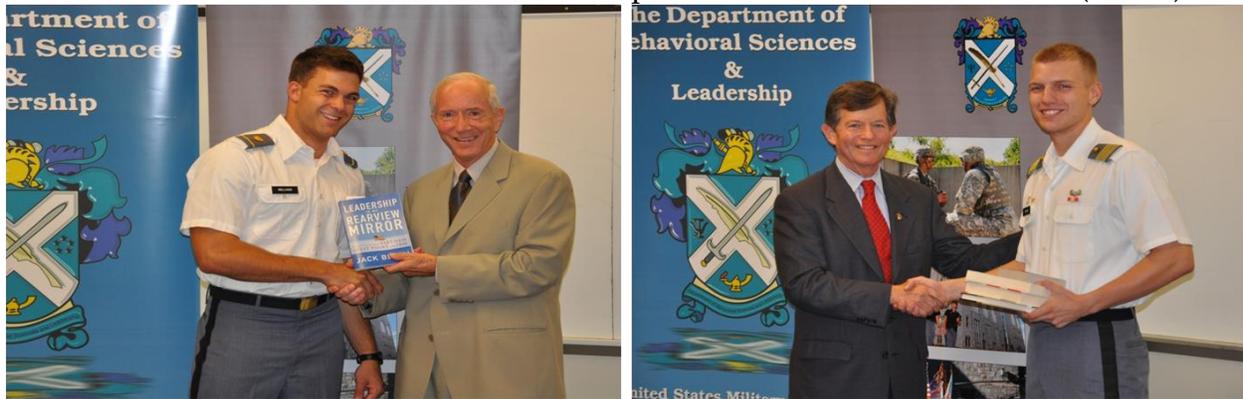
Notable achievements and accolades

During graduation week this year, eight cadets received awards. **BG(R)Howard Prince**, **COL(R) Jack Beach** and department faculty, staff, friends and families of the recipients attended the event to recognize the accomplishments of the Class of 2015. **CDTs Ball** and **Marriner** received the Frances Hesselbein Award for excellence in servant leadership. **CDT Moreno** received the 2LT Spence Dodge Award for excellence in Psychology. **CDT Artman** received the Kurkowski-Reed Award for excellence in Engineering Psychology. **CDT Corbett** received the National Commandery Award for excellence in Leadership and Management. **CDT McWilliams** received the Dr. Charles H. Coates Award for excellence in Sociology. **CDT Kong** received the Jeffrey McNally

Award for excellence in Leadership, Management, and Sociology (LMS). **CDT Langhauser** received the Eisenhower Award for the study of Psychology and Engineering Psychology. **CDT Welch** received the BG Howard T. Prince II Award for excellence in Behavioral Sciences and Leadership.

CDT Willard also received the COL Johnston Beach award for excellence in PL100 and CDT Moore received the LTC Boyd M. Harris award for excellence in PL300.

Pictured below: BS&L 2015 Cadet Award Recipients CDT Willard and Moore (L to R):



Retirements

We bid farewell to *Colonel(R) Irving Smith III* and his Family. Dr. Smith provided over 27 years of outstanding leadership, service, teaching, and great care of the people he worked with in the ARMY Sociology Program, BS&L, USMA Admissions and other agencies, as well as numerous Infantry and other units across the Army. His family resides at West Point, New York, and Irving has unsurprisingly rapidly launched a very successful start to a corporate career with Johnson & Johnson.