



PROPOSAL FOR THE
CENTER FOR GLOBAL
LEADERSHIP DEVELOPMENT
AT THE UNITED STATES MILITARY ACADEMY



BE A PART OF ...

BUILDING

STRONG

LEADERS

WITH
THE DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP



UNITED STATES MILITARY ACADEMY

CENTER FOR GLOBAL LEADERSHIP DEVELOPMENT



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*DEPARTMENT OF BEHAVIORAL
SCIENCES AND LEADERSHIP*

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BUILDING

***BE A PART OF...
STRONG***

LEADERS



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES MILITARY ACADEMY
West Point, New York 10996

17 October 2006

This proposal outlines the unprecedented opportunity to create a world-class center at the United States Military Academy (USMA) to support the study and practice of leader development, and outlines the resources required to support that vision.

USMA has been successfully developing leaders of competence and character for the Army and the Nation for over 200 years—it is its core competency. It is time to empirically capture this process of transforming young officers, codify that knowledge to continuously improve USMA leader development; and then share and disseminate those lessons-learned to the Army, Department of Defense, and other interested public and private-sector organizations. Currently no organization at USMA is resourced to serve these critical functions.

The time to establish this center is now. The sustained Global War on Terror has increased the demand for competent, moral leadership across the military; federal, state and local law enforcement, fire departments, and other organizations that serve the public good. Global competitors are increasingly challenging America's business interests. Natural resource shortages and environmental considerations are demanding leadership solutions. To sustain security, competitiveness, and national well-being, the United States needs authentic leaders now as much as ever. This center's sole mission will be to accelerate the development of leaders embodying competence and character for the Nation.

THOMAS A. KOLDITZ
Colonel, Professor and Head
Department of Behavioral Sciences and Leadership



Proposal for
The [To Be Named by Donor]
Center for Global Leadership
Development (CGLD)



The Center Purpose

The purpose of the CGLD is to study the development of competent leaders of character and develop empirically-validated leader training and education programs to improve leader development at the USMA. As an added benefit, this knowledge can be shared to enrich public, not-for-profit, and selected private organizations.

West Point leaders are educated, trained, and inspired to lead in ambiguous and extreme situations, as well as, otherwise protect the Nation's interests in a complex global environment. This requires a special kind of authentic leader imbued with competence and character. The Center converges these leaders and their practices with cadets in the classroom, offering new knowledge and opportunity for application.

Many of the attributes and abilities of these authentic leaders are readily transferable to other public and private organizations. A rich understanding of the unique leader development processes to build this bench of leaders is both central and strategic to both the mission of the USMA and the Nation's interests.

[The Center is a Strategic USMA Initiative](#)



The Center Vision

To be the world's premiere leadership center specializing in the investigation, application and dissemination of knowledge on all aspects of leadership and leader development in order to accelerate the development of leaders of character for the Army and the Nation



The Center Goals

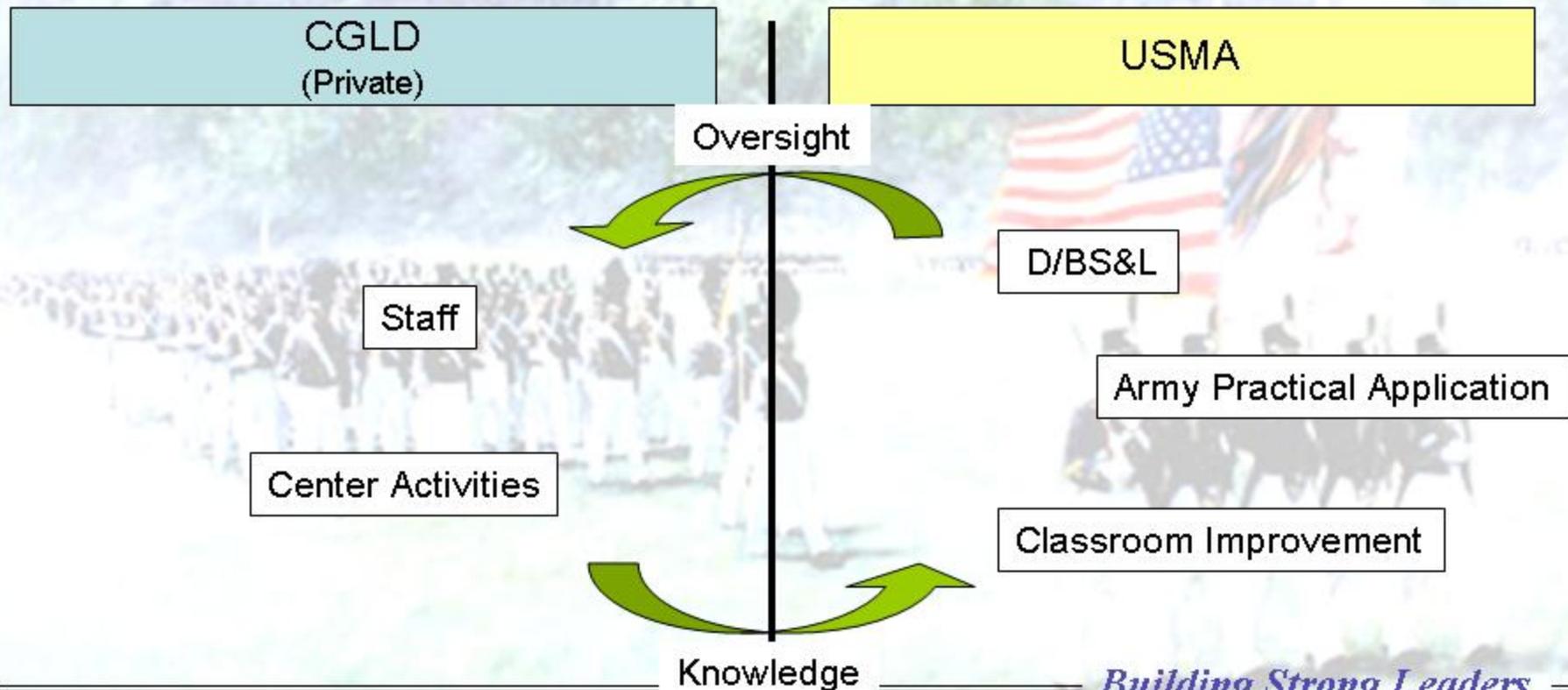
The CGLD will have six overarching goals:

1. Investigate, codify, and disseminate leadership and leader development knowledge to the Academy, Army, DoD agencies, and selected public and private sector organizations
2. Accelerate leader development within the United States Military Academy
3. Connect federal, state, and local government, as well as, select private sector businesses to USMA, the Army, and DoD agencies to share leader development lessons learned
4. Enhance faculty and cadet development through participation in leadership applications of central importance to the Academy
5. Improve teaching - Use leadership research and practice findings to create new high-impact curriculum for BS&L courses and other Academy curriculum (e.g. PME², DMI, CEP)
6. Leverage USMA/BS&L core competencies and become the Preeminent center for the research and practice of leadership



A Collaborative Approach

The Center will be a privately funded operation with full oversight and governance from the uniformed CGLD Board of Directors consisting of the Dean, USMA; the Head, D/BS&L; Director, Leadership and Management Studies; and the Director, AOG; to insure that the interests of the USMA, the Army, and the Nation, are forefront in planning and execution decisions.





Progressive Execution

Although the purpose will be the same, the nature of the center and its level of impact on cadets and the Army will be significantly different due to the level of funding provided.

Option A (Introductory)

Facility: limited office space in D/BS&L (Thayer Hall)

Staff: 6

Start-up Cost: \$900,000

Annual Thereafter: \$750,000

Option B (End-state)

Facility: actual state of the art, stand-alone facility

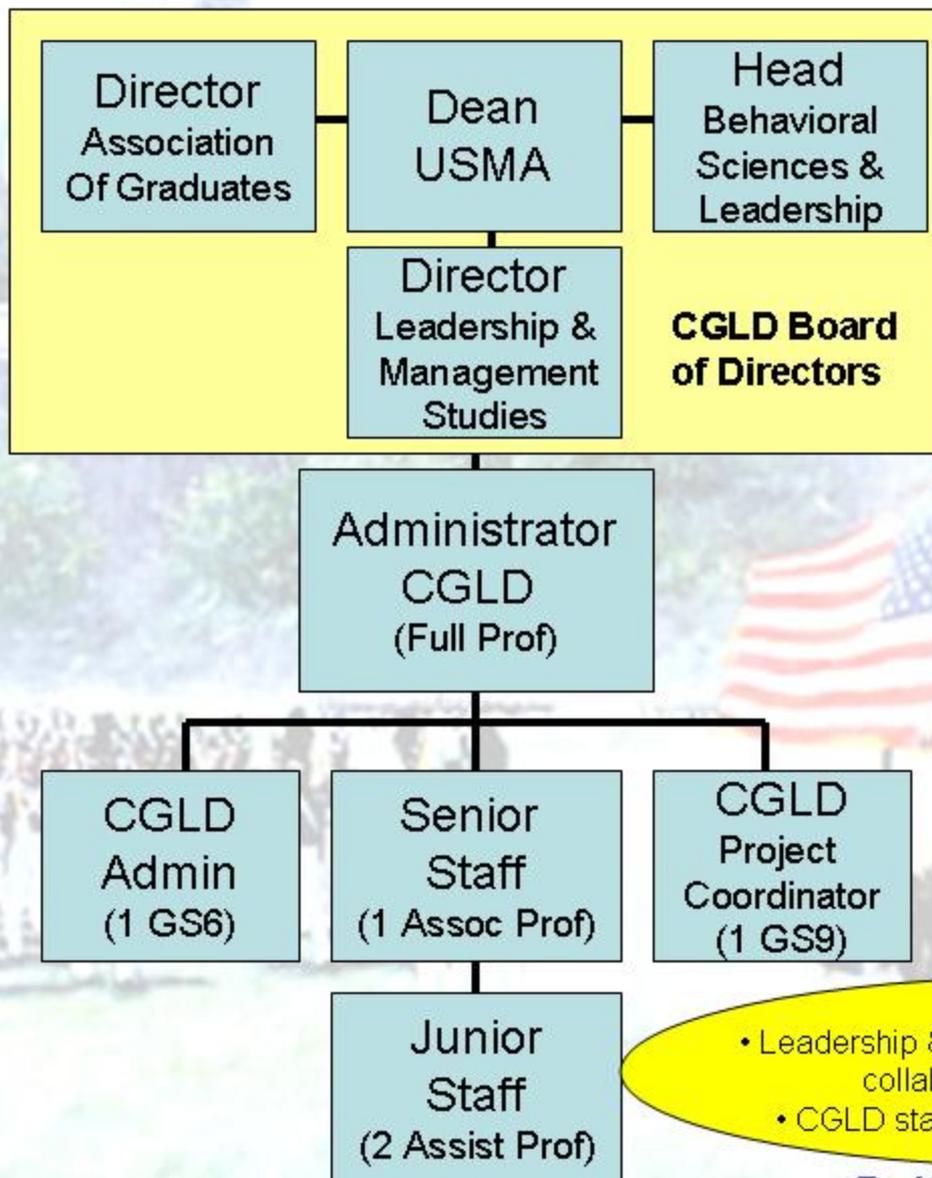
Staff: 10

Start-up Cost: \$37 - \$54,000,000

Annual Thereafter: \$1 - \$3,000,000



The Center Proposed Structure (Option A)

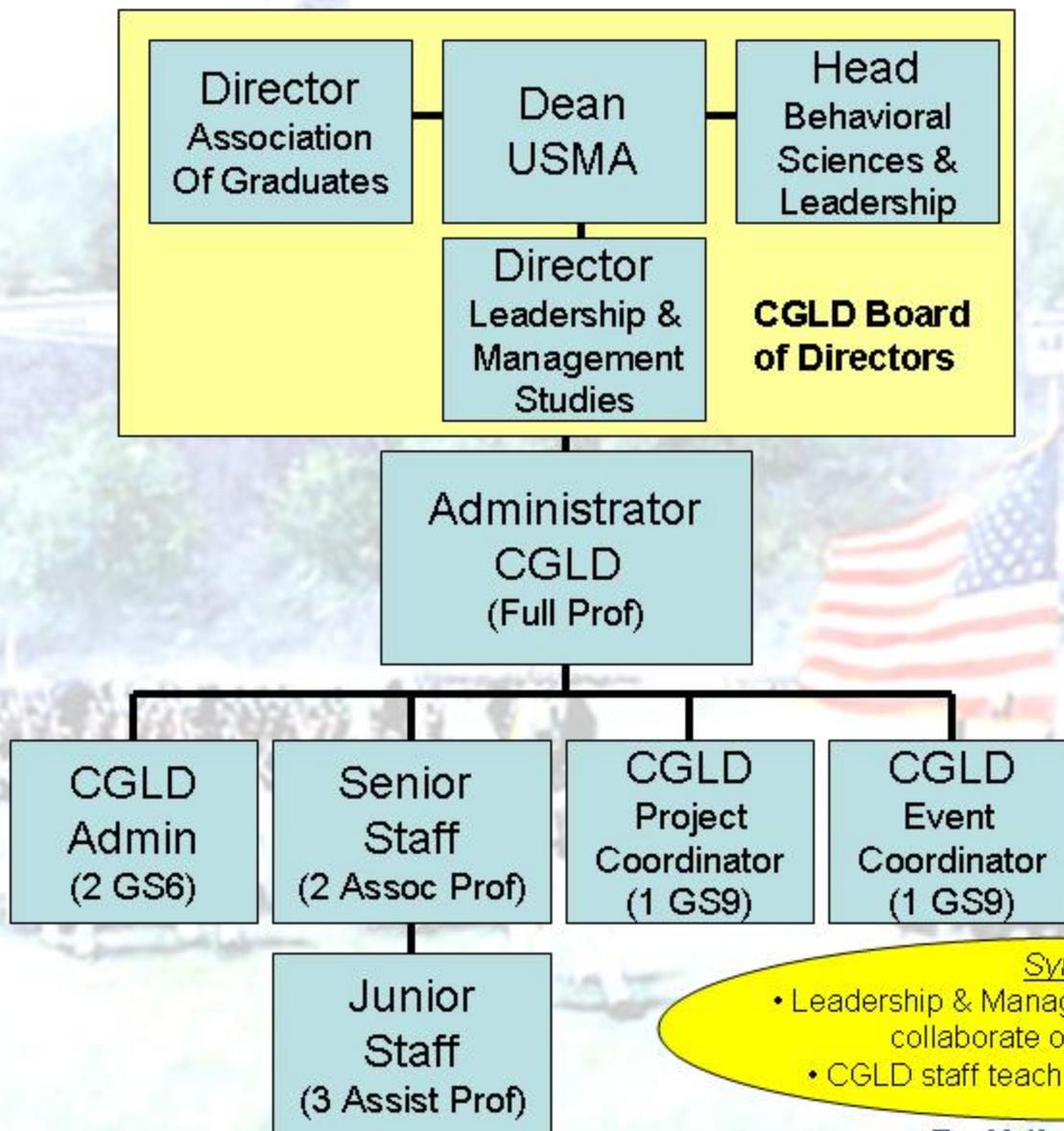


Synergy:

- Leadership & Management Program Faculty collaborate on CGLD projects
- CGLD staff teach minimum of 1 section



The Center Proposed Structure (Option B)





The Center Resource Requirements (Option A)



Personnel:	<u>Item</u>	<u>Cost</u>
	a. Senior professional staff (2)	\$320,000
	b. Junior professional staff (2)	\$220,000
	c. Administrative staff (2)	\$100,000
	Sub-total:	\$640,000

Equipment:	<u>Item</u>	
	a. Computers	\$ 10,000
	b. Printers	\$ 3,000
	c. Video Conference Technology	\$125,000*
	d. Facilities	\$ 25,000*
	e. Other equipment	\$ 5,000
	Sub-total:	\$168,000

*One time start up fees

Misc. Supplies: **Sub-total:** \$ 6,000

Research:	<u>Item</u>	
	a. Project Travel	\$ 78,000
	b. Conference fees	\$ 4,000
	c. Printing	\$ 1,000
	d. Dissemination	\$ 2,000
	e. Miscellaneous	\$ 1,000
	Sub-total:	\$ 86,000

1st Year Start up Costs: \$900,000
Annual Costs Thereafter: \$750,000



The Center Resource Requirements (Option B)



Personnel:	<u>Item</u>	<u>Cost</u>
	a. Senior professional staff (3)	\$ 480,000
	b. Junior professional staff (3)	\$ 340,000
	c. Administrative staff (4)	\$ 200,000
	Sub-total:	\$ 980,000
Equipment:	<u>Item</u>	
	a. Facilities / Technology	\$35-50,000,000*
	b. Facilities Maintenance	\$ 1-3,000,000
	c. Other equipment	\$ 5,000
	Sub-total:	\$37-54,000,000
Misc. Supplies:		
	Sub-total:	\$ 6,000
Research:	<u>Item</u>	
	a. Project Travel	\$ 150,000
	b. Conference fees	\$ 4,000
	c. Printing	\$ 6,000
	d. Dissemination	\$ 10,000
	e. Miscellaneous	\$ 5,000
	Sub-total:	\$ 175,000
	1st Year Start up Costs:	\$37-54,000,000
	Annual Costs Thereafter:	\$ 1-3,000,000

Proposal for the

CENTER FOR GLOBAL LEADERSHIP DEVELOPMENT

“In my universe, everyone knows that the typical pay-off for a second-place finish is serious injury, death, or worse. So, we don’t plan on being first sometimes or frequently; we plan on being first each time and every time.”

-- leader in an Army organization

OVERVIEW OF THE OPPORTUNITY

Leadership for Critical Conditions

Organizations such as the U.S. Army that protect the social order and the Nation’s strategic interests require a special kind of leader—an authentic leader imbued with competence and character. Understanding the unique leader development processes to build such a bench of leaders is both central and strategic to the mission of the United States Military Academy and the National concern. Currently, no organization at the Academy is resourced to provide the expertise to scientifically study the development of competent leaders of character, provide programmatic analysis, or develop empirically-validated leader development programs.

All organizations require effective leadership to reach objectives and achieve goals. Yet for some organizations, because of the specialized and critical nature of their missions, the need for effective leadership is absolutely essential; and goes far beyond the requirements found in normal governmental, academic or commercial enterprises. These special kinds of organizations and agencies operate both domestically and globally, such as the military; international, federal, state, and local police departments; fire departments; intelligence and border security units and others that are specifically chartered by society to protect the social order, ensure public safety, or otherwise respond to critical events.

Because their missions involve inherently dangerous work potentially entailing lethal injury both to the members themselves and to the client groups they serve, these organizations demand leadership of the highest caliber. For example, because of the great personal risks and inherent levels of responsibility assumed by all involved, effective leadership must generate high levels of trust, commitment and motivation in members. Members' level of commitment, selflessness and competence must then produce an organizational culture strong enough to reassure all participants that they can trust each other with their lives

Other important characteristics of these critical organizations are the unusually severe consequences often associated with failure, the high level of responsibility and authority low-level leaders hold, the potential strategic implications of tactical decisions made by both higher and lower ranking leaders, the level of adaptability expected of organizational members, the primary motivational basis of members, and the almost vocational orientation.

Transferring Leadership Lessons to other Public and Private Sector Organizations

We argue that the exact same attributes that are *required* to successfully lead followers under perilous conditions are also transferable to and *highly-desired* in any organization and under most conditions. This fact has been clearly demonstrated across history; as Army leaders have transferred into both the private and public sectors and leveraged their leadership skills and abilities rising to positions of great influence. Followers will always respond to and idealize authentic, moral leaders who deserve and evoke trust from their followers due to their constant display of competence and character. We believe that the best place to study this powerful kind of leadership in its "pure form" is in demanding organizations such as USMA. This knowledge can then be shared with select DoD, public and private organizations to accelerate the development of leaders for the nation.

Rationale for the Center:

Surprisingly little resources or systematic research have been applied to investigate the kind of leadership need for the Army. No group or center at West Point is resourced to systematically examine the unique cognitive, emotional, and behavioral processes (on an intrapersonal level) or the unique team, group, and social processes (on an interpersonal level) associated with such leadership; nor is any group or center resourced to investigate the unique organizational properties that demand such singular leadership. Further exasperating the problem, organizations outside of West Point that assert a mission to study leader development have not delivered sufficient usable knowledge to the Academy, the Army and DoD.

Because of this lack of resources, there is no body of knowledge to delineate the most efficient and effective ways to develop leaders for such demanding contexts. Given that the USMA is itself a pre-eminent organization, requiring precisely the type of unique leadership noted above, a Center primarily devoted to investigating these issues has strategic importance for its mission. Further, such a Center, associated with the Department of Behavioral Sciences and Leadership, not only has the potential to contribute essential insights into an important aspect of leadership that has not been adequately studied, but it also has several other practical pay-offs. The Center would contribute critical knowledge to enhance cadet and faculty development, and it would further the Army's capabilities for global leadership development. Finally, the Center would strengthen the position of USMA as the Nation's premier leader development institution. Currently, other institutions have an emergent emphasis of military leadership and are resourced with world-class facilities and faculty, a large number of interested students, and a sense of purpose that threatens our pre-eminence in training, educating and inspiring leaders.

Potential Synergies:

As a private organization in association with the Department of Behavioral Sciences and Leadership (BS&L), the Center will capitalize on the unique mix of leadership development expertise and practical hands-on military leadership experience that currently exists with the Department's faculty members. BS&L is home to a multi-disciplinary staff of social and organizational psychologists, military sociologists, management and leadership scholars, and general and engineering psychologists. As a group, these members form a unique resource, as soldier / scholar / practitioners having both military experience and scientific expertise. BS&L prides itself on being cadet-centric and teaching is the Department's undisputed priority. At this point, resource and personnel constraints limit faculty ability to undertake the efforts envisioned for this Center.

With the resources of the proposed Center, however, the synergy would be exponential. First, the Center faculty would teach part-time, taking the lessons-learned from practical applications with other public and private organizations and bring that knowledge back into the classroom and course designs. Second, the existing BS&L faculty of doctorally-trained specialists would be able to collaborate with the Center, thus enhancing faculty development and similarly translate knowledge back to the classroom. Together, the synergies that this group could bring to the proposed enterprise are notable. The potential contributions to increasing our understanding of forms of authentic, high-impact leadership and disseminating that knowledge both within the Academy and externally through outreach are unquestionable.

An additional synergy is the existing collegial relationships that the BS&L enjoys with other significant, but non-military organizations such as the New York, New Jersey, Virginia Beach, and Los Angeles Police Departments, the National Institute of Corrections, the Federal Bureau of Investigation, New York Fire Department, and the Israeli Defense Force. These relationships are significant in that, as asymmetrical warfare and low intensity conflicts change the role of the U.S. military to take on

considerable aspects of police, corrections, interrogations, counterinsurgency, public infrastructure and other missions, already-established positive relationships with these organizations will help the Center to immediately begin collaborative projects beneficial to developing adaptive and high-impact leaders.

PURPOSE, VISION AND GOALS OF THE CENTER

We turn now to explicitly state the overarching *purpose* of the Center, the *vision* for the Center's contributions and the specific *goals* that will drive its functioning.

Center Purpose:

Behavioral Sciences and Leadership



The Center Purpose



The purpose of the CGLD is to study the development of competent leaders of character and develop empirically-validated leader training and education programs to improve leader development at the USMA. As an added benefit, this knowledge can be shared to enrich public, not-for-profit, and selected private organizations.

West Point leaders are educated, trained, and inspired to lead in ambiguous and extreme situations, as well as, otherwise protect the Nation's interests in a complex global environment. This requires a special kind of authentic leader imbued with competence and character. The Center converges these leaders and their practices with cadets in the classroom, offering new knowledge and opportunity for application.

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The Center is a Strategic USMA Initiative

Building Strong Leaders



The Center Vision

To be the world's premiere leadership center specializing in the investigation, application and dissemination of knowledge on all aspects of leadership and leader development in order to accelerate the development of leaders of character for the Army and the Nation

Center's Goals:



The Center Goals

The CGLD will have six overarching goals:

1. Investigate, codify, and disseminate leadership and leader development knowledge to the Academy, Army, DoD agencies, and selected public and private sector organizations
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6. Leverage USMA/BS&L core competencies and become the Preminent center for the research and practice of leadership

As the Center accomplishes the above goals, it will continue to focus on advancing both the creation of knowledge and applied practice in core areas of unique psychological, sociological and managerial dimensions associated with understanding leader development and leadership. Specific areas of emphasis would include but not be limited to the following six categories, and will answer questions such as those proposed under each topic:

(1) Moral and authentic leadership:

What are the cognitive, emotional and social forces that influence a leader's moral decision making in both extreme and stable environments? What are the psychological processes and training interventions responsible for moral development? How do authentic leaders develop? What are the character strengths and virtues possessed by such leaders? How can authentic leaders best influencing the attitudes, trust, performance and psychological capital of their followers? How can leaders create and sustain moral organizational cultures?

(2) Cross-cultural leadership:

What are the cognitive, emotional and social processes that enable leaders to enact the multiple roles often required in operational environments where building relationships with local populations and multinational forces is essential to winning the war and a lasting peace? How can we develop leaders more adept at negotiations? How can we increase cultural intelligence and create leaders with 'global mindsets'?

(3) Leadership and cognitive dominance:

What are the special cognitive factors that leaders must develop to perform effectively and make both explicit and implicit/intuitive decisions in inherently dangerous and dynamic environments? How do effective leaders transfer their complex knowledge and cognitive maps to followers? How can leaders develop enhanced abilities to scan, attend to, perceive and process complex stimulus?

(4) Positive Leader Development:

How can we develop confidence, hope, optimism and other positive orientations in leaders? What are the developmental experiences needed to create transformational versus transactional leaders? What are the developmental experiences that will raise emotional intelligence and the ability for emotional self regulation? What makes certain

leaders take greater ownership and agency over their leadership domain and how can it be developed? How can stress be mitigated or inoculated to prepare leaders for volatile situations?

(5) Leader adaptability:

What are the qualities and characteristics associated with a leader's orientation toward constant change? Can we develop instruments to identify and leverage leader attributes that promote a proactive change orientation? Can we develop interventions to increase a leader's adaptability to and ability to embrace change and operational uncertainty?

(6) Processes and vehicles for Leader development:

How can technology be leveraged to accelerate leader development? What are the most effective coaching strategies and how can they be developed in leaders? What pedagogical methods best facilitate leadership education and training?

Accelerating Leader Development at USMA

As the above six areas and others of interest are pursued, the Center will codify this knowledge and use it to accelerate leader development within the United States Military Academy and in the Army. The Center will translate the insights derived from the Center's research investigations and outreach into practical and applied initiatives and programs for facilitating cadet, officer, and noncommissioned officer growth. These programs and initiatives would aim at preparing cadets, Army and other leaders for executing multiple roles in dynamic, decentralized, cross cultural and global environments.

While pursuing these programs, special focus will be placed on assessing cadet developmental experiences and 'trigger events' to determine their positive impacts on accelerating leader development, then leverage those events to further that development. This effort will include determining what learning methodologies, materials such as video and case studies, and mentoring processes best maximize the depth and breadth of knowledge transferred.

Dissemination and Outreach

Both the stated purpose and goals of the Center as outlined above clearly emphasize the dissemination and sharing of knowledge to the Army, Department of Defense, and other select public and private organizations. This is done with the expectation that such dissemination increases the likelihood of collaboration which is of benefit to cadet and/or faculty development and the further expansion of this leadership knowledge pool. Some specific dissemination initiatives would include the following:

(1) Outreach: The Center will conduct reimbursable research, training and education for public and private organizations when such outreach is thought to be in the National interest and those organizations hold values that are compatible with that of USMA.

(2) Faculty exchanges: The Center would serve as a temporary “home” for visiting U.S. and international academic scholars and practitioners and other leadership experts, for the purpose of conducting studies and sharing knowledge.

(3) Seminars and conferences: The Center would bring together the world’s most innovative thinkers on leadership and leadership development in periodic in-house presentations and talks.

(4) Clearinghouse: The Center would create a database of resources devoted to examining leader development, and serve as a clearinghouse for scholarly papers, case studies, participating agencies and individual contacts in this research area.

(5) Scholarly Activities: To achieve status as the preeminent leadership development center, The Center’s staff would make significant efforts to publish their findings in both the leading scholarly and practice journals and make presentations at major conferences devoted to leadership and leader development.

THE CENTER EXECUTION

Structure and Governance

Design.

Depending on the level of resources provided, the Center may take two distinct forms: a reduced center using limited space in D/BS&L (**Option A**); or, a center with an actual state of the art, stand-alone facility (**Option B**).

Personnel.

Option A requires the hiring of four professional staff and two administrative staff. The professional staff would include two senior and two junior doctorally-trained leadership development scholars. Two administrative staff would conduct coordination for studies and application experiences with external agencies and handle the Center's day-to-day computer, operational and administrative requirements.

In addition to the faculty and staff of Option A, **Option B** would require the hiring of 1 additional senior and 1 junior scholar, as well as, 2 additional administrative staff.

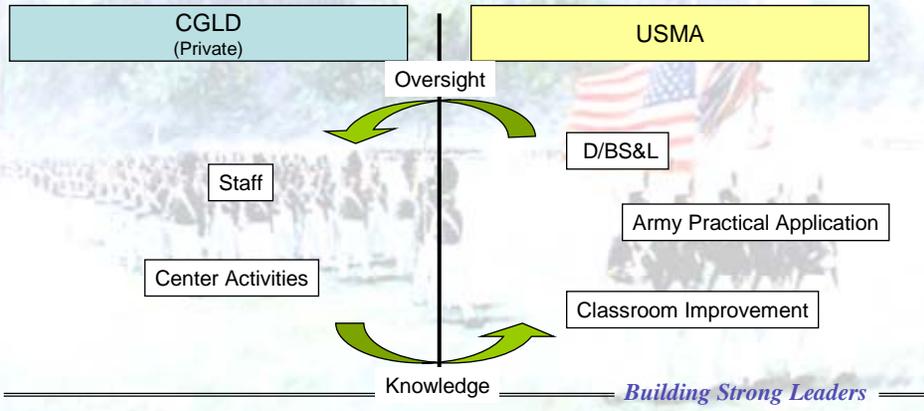
Governance.

As shown below, one of the Center's professional staff will be designated as the CGLD Administrator. This administrator will answer to a four-person board of directors (BOD) comprised of the Dean of the Academic Board, the Director of the Association of Graduates, The Head of the Department of Behavioral Sciences and Leadership, and the Director of Leadership and Management Programs. The BOD will determine the Center's priorities, approve its budget, and authorize its major programs. The BOD will additionally be the approval authority, as guided by legal counsel as needed, for any outreach to organizations outside of DoD.



A Collaborative Approach

The Center will be a privately funded operation with full oversight and governance from the uniformed CGLD Board of Directors consisting of the Dean, USMA; the Head, D/BS&L; Director, Leadership and Management Studies; and the Director, AOG; to insure that the interests of the USMA, the Army, and the Nation, are forefront in planning and execution decisions.



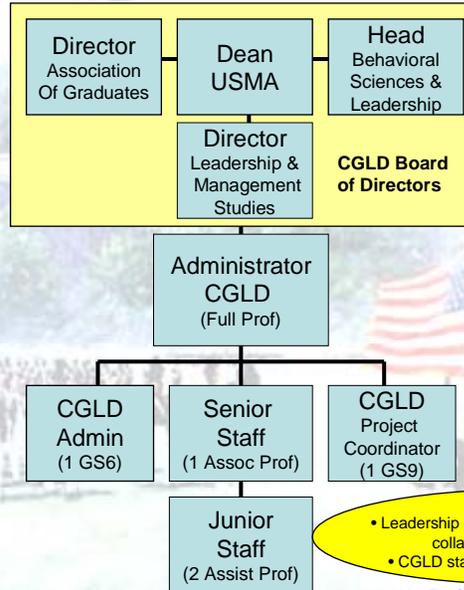
Progressive Execution

Although the purpose will be the same, the nature of the center and its level of impact on cadets and the Army will be significantly different due to the level of funding provided.

Option A (Introductory)	Option B (End-state)
Facility: limited office space in D/BS&L (Thayer Hall)	Facility: actual state of the art, stand-alone facility
Staff: 6	Staff: 10
Start-up Cost: \$900,000	Start-up Cost: \$37 - \$54,000,000
Annual Thereafter: \$750,000	Annual Thereafter: \$1 - \$3,000,000



The Center Proposed Structure (Option A)



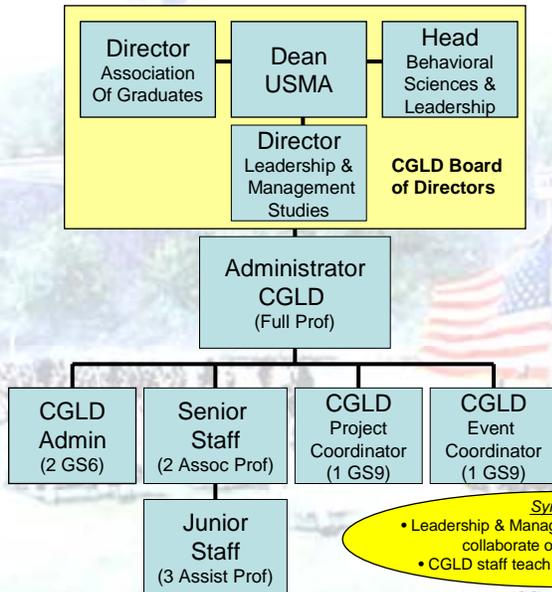
Synergy:

- Leadership & Management Program Faculty collaborate on CGLD projects
- CGLD staff teach minimum of 1 section

Building Strong Leaders



The Center Proposed Structure (Option B)



Synergy:

- Leadership & Management Program Faculty collaborate on CGLD projects
- CGLD staff teach minimum of 1 section

Building Strong Leaders

Location.

The Department of Behavioral Sciences and Leadership would initially house the Center (Option A). As resources become available, the Center would re-locate to an independent dedicated space, designed to include offices for faculty and staff, areas for small-group research and interactions, conference rooms for small and large group meetings and rooms for leadership training and assessment simulators and application experiences (Option B).

Resources.

As outlined below, the anticipated start-up budget requirements for a center co-located in D/BS&L are \$900,000, with out-year requirements approximated at \$750,000 annually. The start-up costs for a stand-alone facility, including construction or refurbishment of a future dedicated space, are estimated between \$35-\$50 million (depending upon design and equipment), with an out-year cost of \$1-\$3 million annually. An example blue print of such a world class leadership development center from the New Mexico Military Institute, a high school and junior college, is included in TAB 4. Once the center is operational, it is expected to become partially, if not fully, self-supporting from reimbursements for outreach, research and other center activities.



The Center Resource Requirements (Option A)



Personnel:	<i>Item</i>	<i>Cost</i>	
	a. Senior professional staff (2)	\$320,000	
	b. Junior professional staff (2)	\$220,000	
	c. Administrative staff (2)	\$100,000	
	Sub-total:	\$640,000	
Equipment:	<i>Item</i>		
	a. Computers	\$ 10,000	
	b. Printers	\$ 3,000	
	c. Video Conference Technology	\$125,000*	*One time start up fees
	d. Facilities	\$ 25,000*	
	e. Other equipment	\$ 5,000	
	Sub-total:	\$168,000	
Misc. Supplies:		\$ 6,000	
Research:	<i>Item</i>		
	a. Project Travel	\$ 78,000	
	b. Conference fees	\$ 4,000	
	c. Printing	\$ 1,000	
	d. Dissemination	\$ 2,000	
	e. Miscellaneous	\$ 1,000	
	Sub-total:	\$ 86,000	
1st Year Start up Costs:		\$900,000	
Annual Costs Thereafter:		\$750,000	



The Center Resource Requirements (Option B)



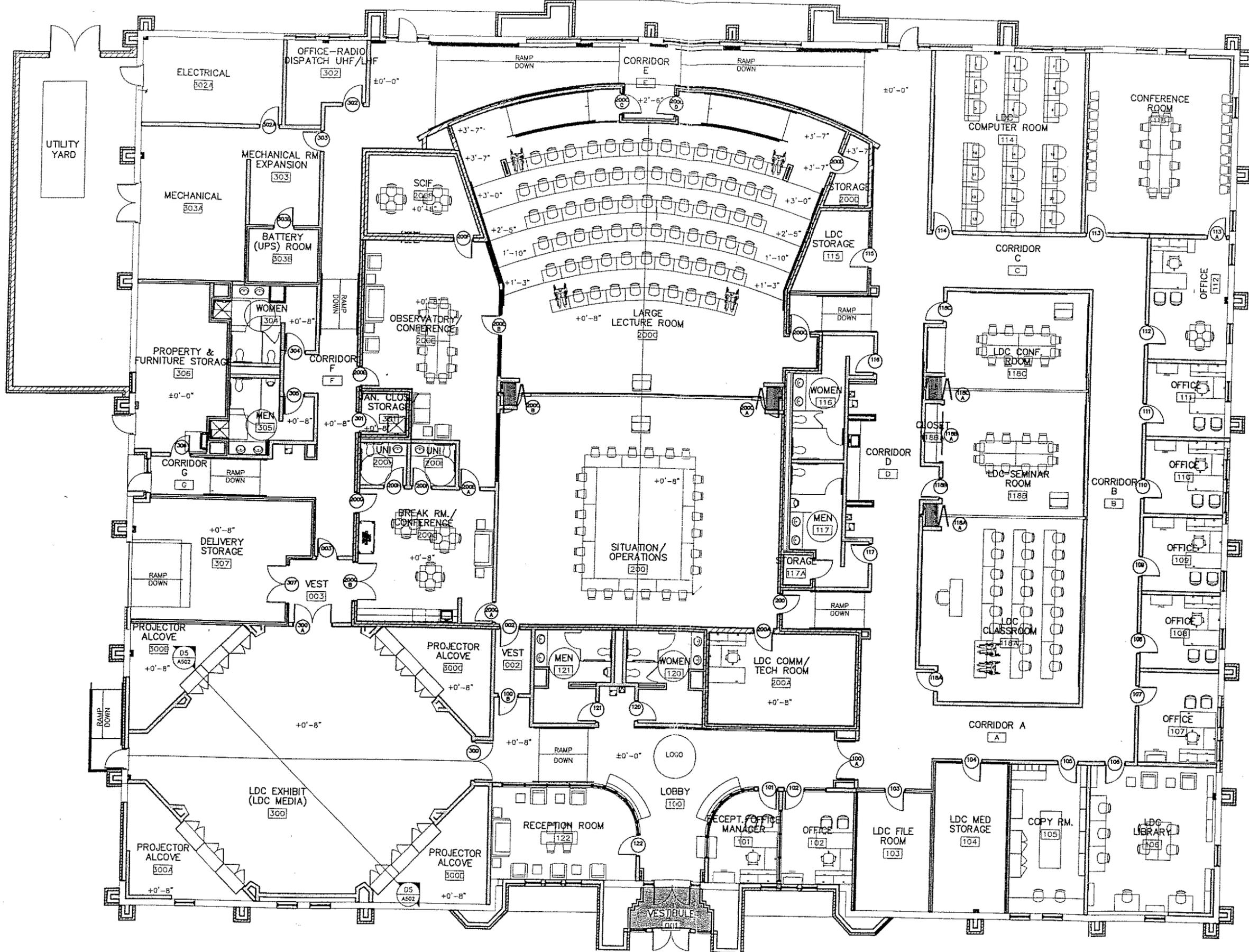
Personnel:	<i>Item</i>	<i>Cost</i>	
	a. Senior professional staff (3)	\$ 480,000	
	b. Junior professional staff (3)	\$ 340,000	
	c. Administrative staff (4)	\$ 200,000	
	Sub-total:	\$ 980,000	
Equipment:	<i>Item</i>		
	a. Facilities / Technology	\$35-50,000,000*	
	b. Facilities Maintenance	\$ 1-3,000,000	
	c. Other equipment	\$ 5,000	
	Sub-total:	\$37-54,000,000	*One time start up fees
Misc. Supplies:		\$ 6,000	
Research:	<i>Item</i>		
	a. Project Travel	\$ 150,000	
	b. Conference fees	\$ 4,000	
	c. Printing	\$ 6,000	
	d. Dissemination	\$ 10,000	
	e. Miscellaneous	\$ 5,000	
	Sub-total:	\$ 175,000	
1st Year Start up Costs:		\$37-54,000,000	
Annual Costs Thereafter:		\$ 1-3,000,000	

SUMMARY

West Point has the opportunity to leverage its core competencies and create a world-class leadership center, the Center for Global Leadership Development. The Nation now as much as ever needs leaders of competence and character from within and without the Academy. The CGLD will provide the mechanism to study great leadership and to capture the essence of the developmental processes that create great leaders. This knowledge can then be leveraged to not only further accelerate cadet leader development, but share that knowledge with other private and public organizations to enhance the Nation's ability to build the bench of leaders for its future.

NEW MEXICO MILITARY INSTITUTE LEADERSHIP DEVELOPMENT CENTER

The following blueprint is the new state of the art leadership and development center at the New Mexico Military Institute (NMMI). A similar facility is envisioned for the CGLD in order to provide world-class leadership training and education. The NMMI is a military high school and junior college. USMA should meet, if not exceed the capabilities of such an institution.



A1

New Mexico Military Institute - LDC

Van H. Gilbert Architect PC

February 6, 2006