



OFFICE OF THE DEAN
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK 10996-5000

MADN

26 June 2023

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Dean's AY24 Annual Guidance

1. Academic Year 2024 will be organized around the intellectual theme of "[Innovation, Technology, and the Future of National Defense](#)." The goal of the annual intellectual theme is to bring the West Point community together in a shared intellectual experience by encouraging interdisciplinary discourse and research. We will host fireside chats, podcasts, and other events to help us understand and define this important topic. I ask that if you are planning any programs or events that align with this theme that you share them with me and my staff so we can amplify your efforts through our engagement team.

2. The Academic Program's vision and outcomes remain the same:

a. Vision: The United States Military Academy educates and inspires leaders of character who think critically, internalize their professional identity, and employ their education to fight and win our Nation's wars.

b. Outcomes:

(1) A rigorous education that prepares cadets to thrive in complex and uncertain environments.

(2) A culture of commitment to cadet development through an emphasis on standards, innovation, and collaboration.

(3) A world-class military and civilian faculty that is professionally and deliberately recruited, developed, and enabled.

(4) The Academy's intellectual capital is leveraged for the benefit of the Army and the Nation.

3. My annual guidance this year is organized using the Academic Program Strategy Priorities found in [Educating Future Officers](#).

a. Improve our holistic education and development of cadets.

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(1) Develop cadets as leaders. Our role in developing cadets into leaders of character who are ready to fight and win our Nation's wars extends beyond academics. We will always continue to challenge cadets in the classroom to develop their ability to think critically and creatively about the most complex and ambiguous of issues, and we also make invaluable contributions to cadets' holistic development. One area for improvement that has been consistently identified across multiple programs is cadets' ability to correct and develop one another. I expect continued use of the section marcher policy to reinforce peer leadership and accountability (see DPOM 02-03 for the policy which will be updated this summer). We will sustain our efforts to integrate and enhance character development across the academic curriculum. Further, instructors will set the expectation throughout the semester that cadets treat class with a high level of professionalism. For example, class is their place of duty, and they are expected to remain in class unless an emergency arises.

(2) Generative AI. As we begin AY24, we anticipate that we will continue to see the effects of generative AI technologies on the education of cadets. The use of generative AI tools presents both challenges and opportunities, and our Guidelines on Generative Artificial Intelligence seek to ensure these technologies do not become a hindrance to the education or development of cadets. Undoubtedly, cadets will be exposed to these technologies, if they haven't been so already. As future leaders, they must understand the capabilities and drawbacks of these tools. They must also learn to use them responsibly and to exercise critical judgment regarding AI-generated content. As we adapt and respond to these technologies, our priority remains to build leaders of character who are challenged to think critically, adapt rapidly, and make data-driven decisions. Enclosed is our AY24 guidance on Generative AI which outlines the responsibilities of cadets and faculty for their use of Generative AI in the classroom. The new 2023 Documentation and Acknowledgment of Academic Work (DAAW) includes explanations of how and when to acknowledge assistance from generative AI.

b. Optimize and modernize the Academic Program.

(1) Academic Major Innovation. Departments that completed comprehensive major reviews during AY22 and AY23 should use findings from these reviews to improve how they promote cadet attainment of learning outcomes, support the goals of the Academic Program, and reflect effective disciplinary practices. We will conduct five comprehensive major reviews during AY24.

(2) Facilities and Academic Program Modernization. The Cyber and Engineering Academic Center (CEAC) building is continuing to go up and the Academic Building Upgrade Program (ABUP) is progressing. While these efforts are disruptive, they reflect the Army's commitment to and confidence in USMA. Renovations to Mahan Hall are being completed this summer to welcome the Department of Social Sciences, and the General Instruction Building (GIB) will be open for occupation in October. Along with our facilities modernization, faculty and staff should expect and be ready to embrace major changes in the structure of our academic program as we seek to

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strengthen the education we provide for our future officers and the innovative research we do on behalf of the Army.

c. Fostering a Culture of Innovation.

(1) The West Point Press is actively soliciting manuscripts for scholarly monographs, developing digital textbooks, and continuing to add content that highlights the intellectual capital generated by USMA staff and faculty. Those interested in publishing with the Press can learn more about the Press at its website (<https://westpointpress.com/prospective-authors>). Additionally, departments or organizations running or sponsoring academic conferences during AY24 should consider publishing proceedings or reports with the Press (<https://westpointpress.com/other>).

(2) West Point's external website is undergoing a refresh this year. A site with a new structure, as well as a new look and feel, will launch in the next several months. The web team will coordinate with content editors in departments, directorates, and other organizations across the Academy on the refresh. I ask that you support these efforts by actively evaluating and updating your department and center pages.

(3) Finally, we will continue our partnerships and social media efforts to highlight USMA's position as the intellectual center of the Army and to improve our competitive advantage in the higher education landscape. Ensure that your efforts are aligned with the directorate's strategic engagement efforts and reach out to my staff for support and resources to enhance your department's efforts.

4. AY24 Review and Analysis (R&A) Guidance. During AY24, each academic department, along with the USMAPS, Kinesiology program, and Officership (MX400), will host a Review and Analysis (R&A) discussion NLT 1 March 2024. We are excited to visit your departments and talk with your faculty and staff. Please contact MAJ Adam Barsuhn NLT 21 August 2023 to schedule an R&A date for a one-hour discussion. These discussions should be viewed as informal conversations and should be used at the department's discretion to highlight news from the department. I also ask that you address the following:

a. How are your department's efforts aligning with the theme of innovation, and what suggestions do you have for next year's theme?

b. How has your department implemented the new Guidelines on Generative AI? What would you revise, modify, or add to improve the guidelines for next year?

5. Thank you for all you do to develop cadets into Army officers who can fight and win on the modern battlefield. I am looking forward to a great academic year. If you have ideas for advancing our AY24 priorities, please let me or my staff know.

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1. GENERATIVE AI GUIDANCE
2. OPERATIONAL GUIDANCE
3. TRAINING GUIDANCE

SHANE R. REEVES

Brigadier General, USA
Dean of the Academic Board

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