



MITRE

**2021 LEADS Virtual Workshop
Workbook**





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Important Workshop Links

MITRE STEM World IDEA Lab Quiz

https://docs.google.com/forms/d/e/1FAIpQLSemudNgsx5pLFbeR9gWsK2wKqi7nSsca8vAXA1pciitXjTSyg/viewform?usp=sf_link

Dr. Rowe ACT Reading Passage

https://drive.google.com/file/d/1VjA5xuqUFqUWzbhrD9i3i1dx_7vRIM4A/view?usp=sharing

Dr. Rowe ACT Quiz

https://docs.google.com/forms/d/e/1FAIpQLSfyoEKQ9vFccGzsGPRyxCTSffuDVpYIXbVSKMDV98rKDVKkw/viewform?usp=sf_link

STEM Crisis

<https://drive.google.com/file/d/1bXolczooGaq7TbFHco13G-JPSzqQ6siN/view>

Army Codes and Creeds

<https://drive.google.com/file/d/19K5z1RPWaSsUudVIC8RIUeBnZWolSwOl/view>

Ethical Decision Making-Model (EDMM)

https://drive.google.com/file/d/1cSlzh_p0H_e0Q_ILXwAmX28TzJxU3g6y/viewusp=sharing

Feedback Google Form for Students

https://docs.google.com/forms/d/e/1FAIpQLSfBW3LTOCyhiv7rg7LZL_bzufmEVMYzLRE48ey9JiW8YwFV6g/viewform?usp=sf_link

Trivia Quiz – MITRE (Google Form) (For Team Leaders Only)

https://docs.google.com/forms/d/e/1FAIpQLSdINQKZU1UyhTWM4i2oVrvDdo0noTZ6FbZ7FJJC5ebUfJrZnQ/viewform?usp=sf_link





**2021 MITRE-West Point
LEADS Virtual Workshop Agenda
Monday, April 26, 2021
8:30 AM – 2:30 PM (EST)**

- 8:00 Zoom Site Opens**
- 8:30 Opening Event**
 - Greetings and Pledge of Allegiance
 - Welcome and Overview
 - Introduction of Senior Cadet Team Leaders/Facilitators
 - Keynote Presentation
- 9:00 West Point Admissions and US Army Cadet Command Scholarships**
- 9:30 The MITRE Corporation STEM World**
- 10:30 ACT Test Strategies (Dr. Dennis Rowe, USMA 73 and MITRE Principal)**
- 11:20 Transition to Team Breakouts**
- 11:25 Lunch Break**
- 11:45 Student Team Competition Breakout Session with Senior Cadet Facilitators**
- 1:15 Break**
- 1:30 Preparation for Trivia Team Competition (Trivia Quiz link at 1:35 – 10 min)**
- 1:45 Final Plenary Session**
 - Appreciation and Recognitions
 - Award Announcements
 - Final Guest Presentations
 - Final Words and Call to Action
- 2:30 Workshop Ends**





LTG Darryl A. Williams
Superintendent, United Military Academy
West Point

Lieutenant General Darryl A. Williams is a native of Alexandria, Virginia. He graduated from the United States Military Academy, West Point, in 1983 and was commissioned a Second Lieutenant in the U.S. Army.

A career Field Artillery officer, Lieutenant General Williams most recently served as the Commander, NATO Allied Land Command, in Izmir, Turkey. Prior to this, he served as the Commander, United States Army Africa (USARAF), in Vicenza, Italy; the Deputy Chief of Staff G3/5/7 of United States Army in Europe, located in Wiesbaden, Germany; the Deputy Commanding General for Support for the 2nd Infantry Division, Republic of Korea; and Commanding General for the United States Army Warrior Transition Command and Assistant Surgeon General for Warrior Care and Transition.

In addition to these assignments, Lt. Gen. Williams has served in key leadership positions at the tactical, operational and strategic levels to include Battery Commander deployed in support of OPERATION DESERT SHIELD/DESERT STORM; Commander, Division Artillery, 1st Armored Division and Fire and Effects Coordinator, 1st Armored Division deployed in support of OPERATION IRAQI FREEDOM; Deputy Director for Soldier Comprehensive Fitness, Department of the Army G3/5/7; and while commanding USARAF in 2014, he was involved with OPERATION UNITED ASSISTANCE fighting against the Ebola outbreak in Liberia.

He assumed duties as the 60th Superintendent of the United States Military Academy in July 2018.

His military education includes the Field Artillery Officer Basic and Advanced Courses, Command and General Staff College, School of Advanced Military Studies, and the United States Naval War College. He holds Masters' degrees in Leadership Development, Military Art and Science, and National Security and Strategic Studies.

His awards and decorations include the Defense Distinguished Service Medal, Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit, Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal, the Parachutist Badge, Presidential Service Badge, and the Army Staff Identification Badge.





Leadership Dialogue

During this workshop, you will be exposed to and have a chance to practice leadership, ethical decision-making, respect for others, problem-solving, effective communication, time management, civility, and working in a diverse environment. Watch and learn from others. Know that others will be watching you. When you return to your school and community, use what you've learned in the workshop and act like a leader at all times.

When confronted with an ethical challenge, it is useful to have a frame of reference or model to guide your decision-making. Here is a simple ethical decision-making model: A Cadet will not lie, cheat, or steal or tolerate those who do. (West Point Cadet Honor Code) Here is another decision-making model:

“A leader seeks to discover the truth, discern what is right and has the courage to act in accordance with that which he has discerned.”

“Doing the right thing” requires moral courage. Not everyone we owe respect has earned it. Giving respect at all times, even to those who have not earned it, is a sign of an exemplary leader. During the workshop, show respect and expect to receive it.

You will see Cadets model the traits expected of an exemplary leader. Learn from the Cadets and the other workshop participants. These lessons-learned will add to your problem-solving skills arsenal.

Leaders become better problem solvers by solving problems. See problems as opportunities to excel. Understand, to be an effective leader you must first be an effective follower. Recognize, throughout your life, you will be continually alternating between these roles.

Most problems require effective communication to solve. Effective communication involves effective listening, speaking, writing, reading, and body language. When communicating, it is important to be “present” to those with whom you are speaking. Great leaders are great communicators. Practice being a great communicator during the workshop.

Leaders accomplish the mission on time. They are attentive time managers. The workshop is purposefully designed to ensure you feel the pressure of doing an exemplary job within the time allotted. Use your time wisely. Have a team member monitor how you are progressing in meeting your goals.

President Dwight D. Eisenhower categorized and prioritized his tasks by the following:

1. Important and Urgent,
2. Important and Not Urgent,
3. Urgent but Not Important,
4. Not Urgent and Not Important. If that approach make sense to you, use it. If not, find another.

Strive for exemplary leadership by developing competence, high moral character, and commitment to making right choices now and in the future. This workshop is a step to help you achieve these traits. Have a great experience!





Honesty Test

Are you Ethical? Are you Honest?

Sociologist developed the test below for honesty. Select the number option immediately below that best describes your opinion for each question below.

- 1. Avoid paying the fee at a self-serve parking lot?**
1 - Never justified 2 - Rarely justified 3 - Sometimes justified 4 - Always justified

- 2. Cheating on your taxes?**
1 - Never justified 2 - Rarely justified 3 - Sometimes justified 4 - Always justified

- 3. Driving faster than the speed limit?**
1 - Never justified 2 - Rarely justified 3 - Sometimes justified 4 - Always justified

- 4. Keeping money found on the street?**
1 - Never justified 2 - Rarely justified 3 - Sometimes justified 4 - Always justified

- 5. Lying in your own interests?**
1 - Never justified 2 - Rarely justified 3 - Sometimes justified 4 - Always justified

- 6. Not reporting accidental damage, you did to a parked car?**
1 - Never justified 2 - Rarely justified 3 - Sometimes justified 4 - Always justified

- 7. Throwing away litter in a public place?**
1 - Never justified 2 - Rarely justified 3 - Sometimes justified 4 - Always justified

- 8. Driving under the influence of alcohol?**
1 - Never justified 2 - Rarely justified 3 - Sometimes justified 4 - Always justified

- 9. Making up information on a job application?**
1 - Never justified 2 - Rarely justified 3 - Sometimes justified 4 - Always justified

- 10. Buying something you think might be stolen?**
1 - Never justified 2 - Rarely justified 3 - Sometimes justified 4 - Always justified

Score: _____

[Honesty Test Facilitator's Guide](#)





Useful Definitions

CHARACTER: The sum of one's good and bad habits.

CRITICAL THINKING: The process of separating truth from untruth, fact from fiction, and reason from passion. To judge based on reason and intellect. Critical thinking decreases the chance of being deceived or manipulated.

DILEMMA: A problem with two potential outcomes, neither of which is acceptable.

ETHICS: What one ought to do according to well-established community expectations. Ethics is obedience to the unenforceable. (Adapted from Kidder's, "How Good People Make Tough Choices.")

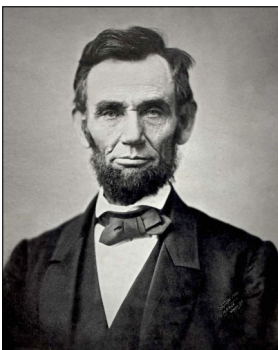
INTEGRITY: The practice of being honest, consistent, uncompromising to one's moral and ethical principles and values. In practice, to *discern* what is right, to *act* with what you have discerned, and to *profess* your action to all. (Adapted from Stephen L. Carter's book, "Integrity.")

LAW: The system of rules created and enforced by a government to regulate behavior. What one must do.

MORAL COURAGE: After determining what is right, possessing the will to carry out the decision, even at great personal risk.

MORAL REASONING: The process of determining right or wrong, in a given situation. The lowest level of moral reasoning is choice based on avoiding punishment. The second level of moral reasoning is the belief that the law is the judge of morality. The highest level of moral reasoning is choice based on the social contract and expectations or unspoken agreement to behave in a certain way: ethics. (Based on Lawrence Kohlberg's stages of moral development.)

VALUES: The things we think are important and their priority; the framework upon which we base our actions. Values help us choose what to do.



Breakout Session Questions

Breakout Session 1

Honorable Living and Leadership - Discuss how honorable living affects leadership.

11:45- 12:15 AM (30 minutes)

Question 1: Your actions reflect your values; how will you align your values to Army Values?

Question 2: How will you reconcile your personal values with the Army Values?

[Army Codes, Creeds, and Oaths](#)

Breakout Session 2

The Ethical Challenge - Discuss the Importance of ethics to leadership.

12:15 – 12:45 (30 minutes)

Question 1: Why should I be ethical – what's in it for me?

Question 2: How do I become an ethical leader?

[Ben Franklin System](#)
[STEM and Ethics Crisis in America](#)
[Ethical Decision-Making Model](#)

Breakout Session 3

Exemplary Leadership – Discuss leader challenges.

12:45 – 1:15 PM (30 minutes)

Question 1: Among the 7 Army Values, why is personal (moral) courage frequently viewed as the foundation of exemplary leadership?

Question 2: What is the path to exemplary leadership and what are the challenges?

[Leadership Dialogue,](#)
[Army Creeds & Codes,](#)



The Ethical Decision-Making Model

Adapted from Kidder's *How Good People Make Tough Choices* Book

1. Recognize:

Do you recognize a moral or ethical dilemma where two or more values are in conflict (i.e., Truth vs. Loyalty)?

2. Players:

Who is morally responsible/morally obligated? Who contributed to the cause of the problem(s)? What were the motivations? Self-Interests?

3. Gather:

Gathering the facts. Remember, opinions are not facts. Opinions of popular or famous people are still "opinions." Apply critical thinking skills generously. Earnestly "Seek to discover the truth." What assumptions are being made? What information/facts are being omitted?

Know that a "right" choice is ethical, effective, and efficient ([ADP 6-22, p. 1-4, para 1-24](#))

List the possible right choices

Determine the right choices that solve the problem, are within resource constraints, and are ethical

4. Right vs. Wrong:

Ethics: What I ought to do (Kidder), according to laws, rules, oaths, creeds, codes, oaths, cultural expectations

The list below contains guidelines to help determine if a decision is right or wrong:

If the decision fails a couple of tests below, it may be a wrong decision. It takes moral courage to choose an unpopular right decision

Is the choice illegal or does it violate community norms? Is it against values of community, family, church, school, Girl Scouts, Boy Scouts, coaches, mentors, etc.?

Does the choice pass the Gut Check? Does it make you feel uneasy inside when you think about doing it, i.e., blaming the dog for eating your homework?

Is it OK for "your choice" to go viral on Social Media or appear on NY Times Front Page?

Is it OK for your highest ethical role models to know of your choice: mom, dad, coach, mentor, teacher, TV personality, hero, etc.?

5. Right vs. Right: Values/Morals

Rank your values. Apply your values to possible choices. Is there a choice that honors "do good & avoid evil"? The most common values, in conflict, pair like this:

- ◆ **Truth vs. Loyalty.** If I tell the truth, I will "betray" my friend, who may suffer immensely.
- ◆ **Self vs. Community:** If I sue the hospital, I'll get rich (self), but the sick people will lose their hospital (community).
- ◆ **Short-term vs. Long-term:** If I cheat on tests (short-term), I remain undereducated and disadvantage others
- ◆ **Justice vs. Mercy:** If the system convicts a homeless woman, with no money, for stealing food, her three children go into the foster system.

6. Resolve: Which choice is best? Consider these additional resolution principles:

- ◆ **Ends-Based:** Greatest good for greatest number.
- ◆ **Rule-Based:** Kantian/Categorical Imperative Universal Principle: same rule for everyone, always.
- ◆ **Golden Rule:** Do unto others as you would have them do unto you.

7. Alternatives:

Is there a choice that would honor the core values in conflict and still solve the problem?

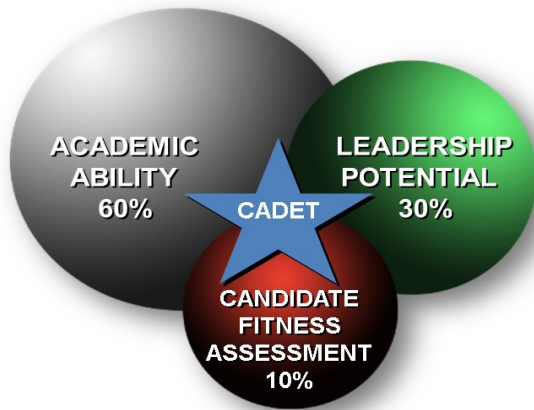
8. Act:

Leadership requires the competence, character and commitment to act according to the right choice (ethical, effective, efficient). **This is often the hardest part of making a decision: to act. Remember, to "not act" is a choice. All choices have consequences.**

9. Reflect:

It is most beneficial to reflect on choices and their impact. Think about second, third and fourth order effects of a choice. Practice reflection on hypothetical ethical scenarios to develop better choices, leading to good habits. There are hundreds of ethical and moral dilemmas that we face daily. Reflecting on the choices we make in "hypothetical" situations can still build "brain" pathways to better choices. Making consistent better choices can result in good choice habits and make honorable living easier. Keeping a journal can assist you in tracking your improvement in ethical decision-making.

West Point Whole Candidate Score



West Point seeks **well-rounded** candidates who demonstrate excellent **academic** ability, **leadership** potential, and overall **fitness**

Academic (60%)

- High School Class Rank
- SAT and/or ACT
 - » **Must take SAT Essay/ACT Writing**
 - » College Codes: SAT=2924 / ACT=2976
- Transcript

Leadership (30%)

- Extracurricular Activities
 - » Boys / Girls State
 - » Eagle Scout / Gold Award
- Athletic Participation
- School Official Evaluations

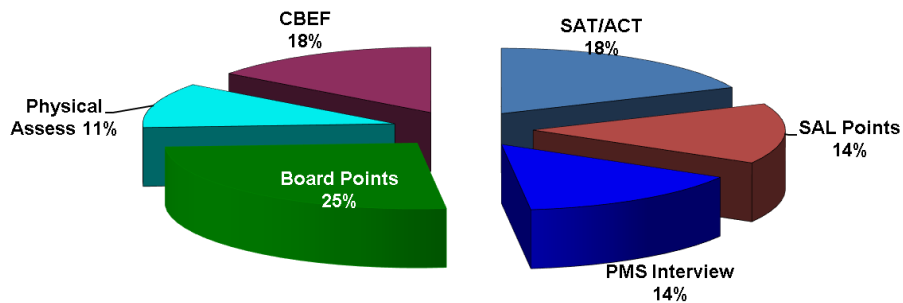
Candidate Fitness Assessment (10%)

- Basketball Throw
- 40-Yard Shuttle Run
- Pull-ups/Flexed-Arm Hang
 - » **Must submit video of both push-ups & pull-ups/flexed-arm hang**
- Modified Sit-Ups
- 1-Mile Run
- Push-ups



ROTC Scholarship Criteria

High School Whole Person Score (WPS)



SAT/ACT	SAT/ACT Standardize Test Points	250 Points	18%
SAL	Scholar-Athlete-Leader Points	200 Points	14%
PMS Interview	College ROTC Professor of Military Science Interview	200 Points	14%
Board Points	ROTC Selection Board Interview	350 Points	25%
PFA	Physical Fitness Assessment	150 Points	11%
CBEF	Cadet Background and Experiences Form (CBEF)	250 Points	18%
	Total	1400 Points	100%

CBEF Core Scales

- **Achievement Orientation:** The willingness to give one's best effort and to work hard towards achieving difficult objectives.
- **Army Identification:** The degree of personal identification with, and intrinsic interest in becoming, a U.S. Army Soldier.
- **Fitness Motivation:** The degree of enjoyment from participating in physical exercise. Willingness to put in the time and effort to maintain good physical conditioning.
- **Hostility to Authority:** Being suspicious of the motives and actions of legitimate authority figures. Viewing rules, regulations, and directives from higher authority as punitive and illegitimate.
- **Peer Leadership:** Seeking positions of authority and influence, confident being in charge. Willingness to accept responsibility for the group's performance.
- **Self-Efficacy:** Feeling that one has successfully overcome work obstacles in the past and that one will continue to do so in the future.
- **Social Maturity:** The willingness to follow rules and regulations. Staying out of serious trouble.
- **Stress Tolerance:** Ability to maintain one's composure under pressure. Remaining calm and in control of one's emotions instead of feeling anxious and worried.
- **In addition --- an Assessment of Work Values:** the personal importance placed on 11 job characteristics. Examples: Working as part of a team, doing challenging work.



Workshop Feedback Form

1. This workshop has provided knowledge/inspiration toward making me an even better leader.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly Disagree

2. I am more interested in getting a job in a STEM-related area.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly Disagree

3. I would recommend this workshop to others.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly Disagree

4. It was extremely valuable to have West Point/ROTC Cadets as role models.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly Disagree

5. I better understand the challenge of living honorably, ethically, and exemplary leadership.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly Disagree

6. I better understand how to compete for a West Point appointment or an ROTC scholarship.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly Disagree

7. My favorite part of the workshop was _____

8. My least favorite part of the workshop was _____

[FEEDBACK GOOGLE FORM](#)



Team Trivia Quiz

- 1. According to the workbook, what is the definition of character?**
 - A. A role in a play
 - B. A letter in the alphabet
 - C. The sum of your good and bad habits
 - D. The sum of only your good habits
 - E. Pretending to be who you want to be
- 2. One of Dr. Rowe's keys to higher scores on the ACT Test, while taking the test, is:**
 - A. Keeping track of your own time
 - B. Process of Elevation
 - C. Buying the best preparation books
 - D. Having access to the Internet
 - E. Completing Calculus
- 3. The main topics discussed on April 26, 2021 were:**
 - A. Scholarships, Financial Aid, Leadership
 - B. Internships, Apprenticeships, Scholarships
 - C. Ethical Battlefield, Honorable Living, Moral Courage
 - D. Honorable Living, Ethical Battlefield, and Exemplary Leadership
- 4. One of the skills of an exemplary leader is:**
 - A. Being Rich
 - B. Being popular
 - C. Excellent communications skills
 - D. Instilling fear
 - E. Being fashionable
- 5. A way to continually increase my ethical decisions is:**
 - A. Using an ethical decision-making model
 - B. Practice solving scenario-based ethical dilemmas frequently
 - C. Following Ben Franklin's Virtuous System
 - D. Live by the Army Values and Army Ethic
 - E. All of the above
- 6. Living honorably as a leader does not include:**
 - A. Making value-based decisions according to the Army codes and creeds
 - B. Counterproductive leadership
 - C. Being intimately familiar with Army codes and creeds to improve judgment
 - D. Understanding how to live the Army Values everyday
 - E. None of the above
- 7. One of the foundational values of exemplary leadership is:**
 - A. Personal Courage
 - B. Monetary worth
 - C. Influence
 - D. Popularity
 - E. Power

[Link to Quiz Google Form](#)



Thank You Virtual LEADS + Workshop Supporters



Dedicated to Developing STEM-Competent Leaders of Character

