

MARGIN OF
EXCELLENCE



Superintendent's Annual Fund Impact Report

The Superintendent's Annual Fund helps sustain four aspects of cadet development at the Academy: Physical, academic, military, and character. This impact report highlights Margin of Excellence (MOE) activities made possible by your generosity. Thank you for strengthening the cadet experience at West Point and shaping the leaders our Army and nation depend on.

IMPACT BY THE NUMBERS (with 5-year average)

Cadet Activities	44 %
Academics	41 %
Admissions	6 %
Garrison	4 %
Athletics	3 %
Commandant Programs	2 %

The Margin of Excellence: Elevating What's Already Extraordinary

IMPACT ON THE

Physical Experience

The Men's Army Volleyball team exemplifies professionalism, respect, and a relentless will to win. The team's culture is grounded in three pillars—brotherhood, discipline, and killer instinct—essential to building lethality and unit cohesion. Volleyball demands rapid decision-making, precision, and constant teamwork, reinforcing the importance of collective performance over individual achievement.



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The Men's Army Volleyball team helped me realize it was never only about volleyball. It's about being receptive to feedback, performing under pressure, and genuinely caring for those on the team.

CDT Samuel Kim '26, Team Captain

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Academic Value



DSS and MIT Lincoln Laboratory

The Defense and Strategic Studies Program sent 19 cadets from its *Military Innovation* course on a tour and interactive lecture with staff from the Defense Innovation Unit and MIT's Lincoln Laboratory. The *Military Innovation* course examines historical and contemporary military innovation through theoretical, historical, and policy lenses. After learning core innovation models, cadets analyze case studies to better understand the challenges the U.S. Army faces in pursuing innovation.

Through its partnership with MIT's Lincoln Laboratory, DSS exposed cadets to a facility at the forefront of developing technological solutions to the military's most complex problems. Cadets engaged directly with subject-matter experts who bridge the gap between military operators and technical specialists, offering practical insight into managing innovation effectively.

The visit allowed cadets to explore management approaches for addressing information gaps between technical experts and decision-makers and to apply those lessons by developing innovative solutions to current military tactical and operational challenges.

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Touring MIT's Lincoln Labs and interacting with the Defense Innovation Unit were exceptional opportunities to broaden my intellectual horizons. It allowed me to see current, real-world examples of military innovation and gave me a better understanding of the semiconductor technologies shaping the global strategic environment. We also received an incredible tour of Lincoln Lab's state-of-the-art semiconductor research and fabrication facility, which gave me a unique understanding of the technology behind the microchip industry that I was studying from a strategic perspective. CDT Lewis Hare '26

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Military Proficiency



Sandhurst Competition

The Sandhurst Military Skills Competition places cadets in a demanding, highly competitive environment that mirrors real operational stress. Competing against elite teams from across the nation and around the world, cadets are tested on leadership, adaptability, and teamwork under pressure.

The intensity of the competition reinforces high standards, accountability, and resilience, readying cadets to lead soldiers with confidence from day one.

Executing Sandhurst requires extensive planning, coordination, and resources beyond what federal funding alone can provide. From hosting international teams to managing facilities, equipment, safety, and the awards ceremony, this experience is made possible through the Margin of Excellence and the Superintendent's Annual Fund, ensuring cadets can train, compete, and excel at the highest level.



USMA Black captured the 2025 Sandhurst Competition, topping a field of 48 teams and marking their third consecutive victory and fifth win in the past six years.



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Character Development



Above, CDT John P. Smith '26 led a discussion at the La Fiere Bridge memorial discussing the actions members of the 82nd Airborne took to enable the Utah beach landings. Each cadet led discussion at various sites focused on how leaders embodied the values, character, and principles of the military profession.



Left, Cadets had the rare opportunity to rub Omaha Beach sand on the grave of 1LT Turner Turnbull of 2/505th PIR, 82nd Airborne. For his heroic actions and leadership near St. Marie Église, 1LT Turnbull was awarded the Silver Star Medal. He was killed in action the following day.

SCPME Character AIAD

West Point's Simon Center for the Professional Military Ethic (SCPME) develops leaders of character through Character Academic Individual Advanced Development (AIAD) programs, immersive experiences that extend learning far beyond the classroom.

One such AIAD took place from May 25 to June 3, 2025, across Normandy, France; Luxembourg City, Luxembourg; Bastogne, Belgium; and Brussels, Belgium. Cadets examined the responsibilities of officership at historic locations including the D-Day beaches, airborne landing zones, Bastogne, and NATO Headquarters.

At each site, cadets engaged in guided reflection and discussion, using shared military heritage to explore the ethical and leadership challenges they will face as future Army officers. Officers continually challenged cadets to think critically about leadership under pressure, anchored by a central question: Is your character prepared for war?

Program impact is both transformative and measurable. Cadet development is assessed through pre- and post-program evaluations, reflective writing, and structured feedback, tracking growth in judgment, ethical reasoning, and leadership capacity. These experiences are possible because of support for the Margin of Excellence.

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The thought of leading soldiers into war was something I never took as seriously as I should have. This trip changed that for me. CDT Patrick “Patch” Dolan '26

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2026 Superintendent's Circle Benefits

The Superintendent's Circle recognizes all donors who make annual gifts of \$1,000 or more to the Superintendent Annual Fund or West Point Parents Fund.

Bronze | *Annual donors of \$1,000 to \$2,499 or Young Gray Line donors (Classes of 2015 – Present) of \$500 to \$999*

- Recognition in the Annual Report of Gifts

Silver | *Annual donors of \$2,500-\$4,999*

- Invitation to Projects Day Research Symposium
- Invitation to Superintendent's Circle Weekend
- Plus all Bronze benefits and more

Gold | *Annual donors of \$5,000-\$9,999*

- Guided Rockbound Highland Home Tour
- For the Classes of 2027, 2028, and 2029—two tickets for preferred seating at Commencement (open to these parents only with a four-year Gold level commitment)
- Two tickets to an Army Football game of your choice, as space permits
- Plus all Silver benefits

Platinum | *Annual donors of \$10,000-\$24,999*

- Admission to one Superintendent's Tailgate before a home Army Football game
- Plus all Gold benefits

Diamond | *Annual donors of \$25,000 or more*

- Admission to all Superintendent Tailgates before home Army Football games
- Plus all Platinum benefits



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