

2014

ANNUAL REPORT

UNITED STATES MILITARY ACADEMY

BOARD OF VISITORS



UNITED STATES MILITARY ACADEMY
WEST POINT®

MARCH 3, 2015

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PRESIDENT OF THE UNITED STATES

**REPORT OF THE 2014 BOARD OF VISITORS
UNITED STATES MILITARY ACADEMY**

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**REPORT OF THE BOARD OF VISITORS
OF THE
UNITED STATES MILITARY ACADEMY
West Point, New York 10996**

THE PRESIDENT OF THE UNITED STATES

Mr. President:

1. APPOINTMENT AND DUTIES OF THE BOARD. The Board of Visitors (BoV or the Board) to the United States Military Academy (USMA or the Academy) was appointed in accordance with the provisions of Section 4355 of Title 10, United States Code. It is the Board's duty to inquire into the morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy.

2. MEMBERS OF THE BOARD.

U.S. Senators

Mary L. Landrieu, Louisiana (SAC)
Richard Burr, North Carolina (SASC)

U.S. Representatives

John Shimkus, Illinois
Steve Womack, Arkansas (HAC)
Mike Conaway, Texas (HASC)
Steven Israel, New York
Loretta Sanchez, California (HASC)

Presidential Appointees

Ms. Elizabeth McNally, 253 Garth Road, Scarsdale, NY 10583 (Re-appointed in 2013 to serve until December 30, 2015)

Ms. Brenda Sue Fulton, 1501 Ocean Avenue, Unit 2501, Asbury Park, NJ 07712 (Appointed in 2011 to serve until December 30, 2013)

Mr. Patrick J. Murphy, 6414 Radcliffe Street, Bristol, PA 19007 (Re-appointed in 2013 to serve until December 30, 2015)

MG Errol R. Schwartz, 2001 East Capitol Street, Washington, DC 20003 (Appointed in 2011 to serve until August 14, 2014)

Mr. Bob J. Archuleta, 9707 Orange Terrace, Pico Rivera, CA 90660 (Appointed in 2013 to serve until December 30, 2015)

Mr. John T. Morrison, P.O. Box 30, West Plains, MO 65775 (Appointed in 2013 to serve until December 30, 2015)

Mr. Ethan Epstein, 6928 Guadalupe Trail, NW, Los Ranchos, NM 87107 (Appointed August 15, 2014 until December 30, 2017)

3. DESIGNATED FEDERAL OFFICERS. Mrs. Deadra K. Ghostlaw serves as Executive Secretary/Designated Federal Officer from April 1, 2013 to present.

4. PUBLIC NOTICE. In accordance with Section 10 (a) (2) of the Federal Advisory Committee Act (Public Law 92-463), notices of the meetings were published in the *Federal Register*. Local notice was provided to the West Point community and the Corps of Cadets by local newspaper and bulletin notices. All meetings were open to the public.

5. PROCEDURES. Under the provisions of Section 10 (b) and (c) of the Federal Advisory Committee Act (Public Law 92-463), the minutes of each meeting of the Board are certified by the Chairman. The minutes of each meeting are published as part of this report. The Board of Visitors' records, reports, letters and other documents are available for public inspection in the Office of the Executive Secretary, Board of Visitors, Building 600, United States Military Academy, West Point, New York 10996. Copies of the Report of the BoV are submitted to the Library of Congress as a matter of public record.

6. CONVENING OF THE BOARD.

a. Role of the Board in 2014. The 2014 BoV actively pursued its inquiry and oversight mission by scheduling three meetings during the year. Three of the meetings convened. The Organizational Meeting was held in West Point, NY on March 31, 2014. The Summer Meeting was held at West Point, NY on July 21, 2014. The final meeting, designated by the members as the required Annual Meeting, was held at Washington, DC on December 3, 2014.

b. The Organizational Meeting of the 2014 Board. The first meeting of the BoV in 2014 was held on March 31, 2014 at West Point, NY. Attendance at this meeting included one US Senator, three US Representatives and six Presidential Appointees. A quorum, consisting of at least six Board members with one member of Congress, was achieved. The Academy Superintendent, LTG Robert L. Caslen, Jr. and Academy leadership provided updates on the SRM Backlog and Utility privatization Update, SHARP/CASH-A (Sexual Harassment/Assault Response Program/Cadets Against Sexual Harassment-Assault) Update, Diversity Congressional Role, Admissions Update, Curriculum/ Academic Update, and Character Development strategy. The Board unanimously re-elected Congressman John Shimkus as Chairman of the BoV and Ms. Sue Fulton as Vice-Chair. The Honorable Karl Schneider, Deputy Assistant Secretary of the Army for Manpower and Reserve Affairs attended as the Secretary of the Army's designated representative to the BoV, addressed the Board and remained for the main meeting. Summarized meeting minutes can be found on page 7.

c. The Summer Meeting of the 2014 Board. The summer meeting of the BoV in 2014 was held on July 21, 2014 at West Point, NY. Attendance at this meeting included one US Senator, four Representatives and five Presidential Appointees. A quorum, consisting of at least six Board members with one member of Congress, was achieved. Mr. Karl Schneider, Assistant Secretary of the Army for Manpower and Reserve Affairs was the Secretary of the Army's designated representative, and addressed the Board and remained for the main meeting. The Board approved the Organizational Meeting's minutes and LTG Robert L. Caslen, Jr. and Academy leadership updated the Board on events and issues ongoing at the Academy since the

Organizational Meeting, Accreditation, Curriculum, Cadet Summer Training, Infrastructure, Class of 2018 Admissions, Manning Update/4-Year Picture, and the Army Cyber Center. Summarized meeting minutes can be found on page 52.

d. The Annual Meeting of the 2014 Board. The annual meeting of the BoV in 2014 was held on December 3, 2014 at Washington, DC. Attendance at this meeting included two US Senators, five Representatives and five Presidential Appointees. A quorum, consisting of at least six Board members with one member of Congress, was achieved, however from 3:00pm to 3:51pm the Members of Congress departed for votes; during that time, no quorum was present, however discussion continued and no votes were held until a member of Congress returned and a quorum was again achieved. Mr. Anthony Stamilio, Assistant Secretary of the Army for Manpower and Reserve Affairs for Civilian Personnel and Quality of Life was the Secretary of the Army's designated representative, and addressed the Board and remained for the main meeting. The Board approved the Organizational Meeting's minutes and LTG Robert L. Caslen, Jr. and Academy leadership updated the Board on the Directorate of Intercollegiate Athletics, SHARP/CASH-A, Admissions, and Curriculum and Academics.

e. Renewal of the USMA BOV Charter. The United States Military Academy Board of Visitors Charter was filed on July 16, 2014. The Charter was approved for renewal on November 16, 2014.

f. Results of the Board's Inquiry. In accordance with the Board's statutory mandate, it has performed its review over each specified area of inquiry and requested information from the Academy as needed to fulfill its responsibilities. The results of the Board's inquiries and the Academy's input in support of them are highlighted below, as well as addressed within the BoV approved minutes, briefing slides, and information papers provided in Appendices.

7. CONCLUSIONS AND RECOMMENDATIONS.

a. Principal Conclusions.

(1) The state of the United States Military Academy's academic, military and physical programs remains excellent. In addition, West Point continues to pursue the goal that every one of its graduates is a leader of character.

The Academy continues to meet and exceed its stated mission to "educate, train, and inspire the Corps of Cadets so that each graduate is commissioned as a leader of character committed to the values of Duty, Honor, Country and prepared for a career of professional excellence and service to the nation as an officer in the United States Army." The Board of Visitors confirms that USMA accomplishes that important mission superbly as measured by the quality of the young men and women it educates, trains and commissions. In 2014, West Point maintained its national reputation for academic excellence. The Board anticipates that the competition for an appointment and admission to West Point among high school seniors is expected to remain strong in the future and expects to increase the numbers of minorities including women, African Americans, and other minorities. The Board notes that in 2014, as further evidence of its academic standing, West Point's college ranking among major publications includes *US News*

and World Report second in Top Public Schools and third in Best Undergrad Engineering Program; *Princeton Review* first in Most Accessible Professors; and *Forbes* number one Public College in the Country, first in Best Value and third in Liberal Arts College.

(2) New Construction and Renovation of the Barracks at West Point remains a serious concern. Cadet barracks continue to be overcrowded, however during 2014 the groundwork was laid to begin construction on a new set of Cadet barracks and renovations on Scott Barracks was completed. Renovation of MacArthur Short began and is scheduled for completion in November of 2015. Renovations and new construction of Cadet barracks will cause overcrowding for the next year, until the new barracks is completed. Continued SRM funding for barracks renovation is the chief concern through completion in 2022.

(3) Sexual Harassment and Assault Response and Prevention (SHARP) and Cadets Against Sexual Harassment and Assault (CASH/A). The SHARP program continued to train Cadets, Staff and Faculty, and all other personnel about preventing sexual assaults and sexual harassment. A civilian Sexual Assault Response Coordinator (SARC) was hired, as well as a Victim Advocate (VA). In 2014 HQDA approved the upgrade of the USMA SARC from a GS-11 to a GS-12 and provided the permanent TDA position. The Cadet-created team, Cadets Against Sexual Harassment and Assault (CASH/A) continued to raise awareness of this issue within the Corps of Cadets. Their mission is “to inspire the Corps of Cadets in taking a proactive role in eliminating sexual harassment and assault from the military profession through service, education and dedication to a culture of bystander intervention.

(4) Character Development Strategy and Honorable Living. Character development is important as it requires living by a set of values, including West Point’s values of Duty, Honor and Country, as well as the values of the Army, including loyalty, duty, respect, selfless service, honor, integrity, and personal courage. It’s a process of teaching right from wrong, then to the internalization of those values, so they become part of a Cadet’s character so when they become officers who find themselves in potentially compromising situations, their character development training will allow them to determine what is right from what is wrong and it will emerge as ethic. Honorable living and character should be practiced not only at work, but also in day-to-day living.

b. Recommendations to the President

(1) Maintain full support and funding to continue renovations West Point’s Barracks. The Board recommends that the Administration maintain current plans to complete the building of one new barracks and provide sufficient funding to continue modernizing the remaining existing barracks in a timely manner in order to alleviate the negative impacts of failing infrastructure and overcrowding.

(2) Adequate level funding must be maintained consistent with the mission requirements. The Board recommends that absent a reduction in the Academy’s overall requirements, budget reductions that result in civilian and military personnel reductions as well as operational cuts should be made in a judicious and careful manner so as to ensure that future

budget reductions do not adversely impact the curriculum, the quality of the education or the training currently afforded cadets at West Point.

**2014 UNITED STATES MILITARY ACADEMY
BOARD OF VISITORS**



JOHN SHIMKUS
United States House of Representatives
Chairman



BRENDA SUE FULTON
Asbury Park, NJ
Vice Chair



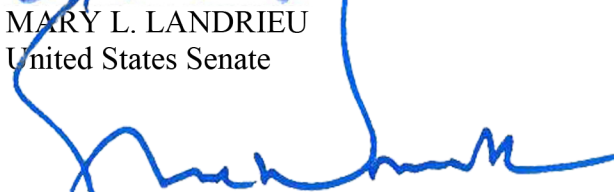
KIRSTEN GILLIBRAND
United States Senate



MARY L. LANDRIEU
United States Senate



RICHARD BURR
United States Senate



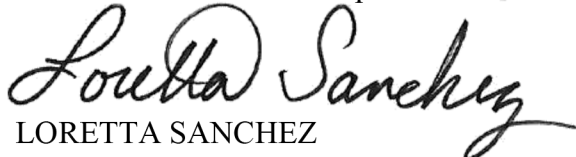
STEVE WOMACK
United States House of Representatives



MIKE CONAWAY
United States House of Representatives



STEVE ISRAEL
United States House of Representatives



LORETTA SANCHEZ
United States House of Representatives



ELIZABETH MCNALLY
Scarsdale, NY



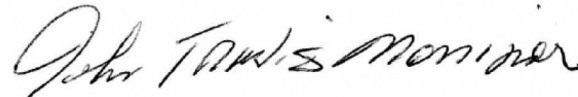
BOB J. ARCHULETA
Pico Rivera, CA



PATRICK J. MURPHY
Bristol, PA



ETHAN EPSTEIN
Albuquerque, NM



JOHN TRAVIS MORRISON
West Plains, MO



ERROL SCHWARTZ
Washington, DC

USMA BOARD OF VISITORS MEETING 31 March 2015

1330-1530 USMA Board of Visitors Meeting (Jefferson Hall, Haig Room, West Point, NY)

BoV Meeting Agenda:

1330-1335 *Chairman's Opening Remarks (HON Shimkus)*
1335-1340 *Superintendents' Remarks (LTG Caslen)*
1340-1345 *SECARMY Representative Remarks (HON Schneider)*
1345-1350 *Administrative announcements (MAJ Ayvazian)*
1350-1400 *Board Business: Election of 2014 Chair and Vice Chair; 2013 Annual Report Update*
1400-1530 **USMA Update:**
Superintendent's Update; LTG Caslen
Chief of Staff's Update; COL Green
Agenda items:
SRM Backlog and Utility Privatization Update; Mr. Talaber
SHARP/CASH-A Update; Mrs. Barone
Diversity Congressional Role; LTC Outing
Admissions Update; COL McDonald
Curriculum/ Academic Update; BG Trainor
Character Development Strategy; LTG Caslen

1530 *Remaining Board Business/Adjourn*

MINUTES
BOARD OF VISITORS ORGANIZATIONAL MEETING
March 31, 2014
WEST POINT, NY

1. DESIGNATED FEDERAL OFFICER'S REMARKS. Colonel (COL) Wayne Green stated for the record that the United States Military Academy (USMA) Board of Visitors (BoV or Board) operates under the authority of US Code Title 10, Section 4355. The Board is an Advisory Board subject to the Federal Advisory Committee Act.

2. CHAIRMAN'S REMARKS. The Chairman, Congressman John Shimkus, called the meeting to order at 1341. He welcomed the Board's newest member, Senator Kirsten Gillibrand, and said goodbye to Senator Jack Reed, who stepped down from the Board of Visitors at the end of his term in December 2013.

3. ADMINISTRATIVE ANNOUNCEMENTS. Meeting packages included the agenda, and briefing slides.

4. ROLL CALL. For the record, a quorum of the Board was present. A list of attendees, annotated to reflect members arriving late or departing early, is appended to these minutes.

5. SUPERINTENDENT'S REMARKS. LTG Robert L. Caslen, Jr., USMA Superintendent, made brief comments.

6. MR. SCHNEIDER'S REMARKS. Mr. Schneider continued in the tradition of Honorable Lamont by updating the Board on issues that are important to the Army and the Academy. Secretary McHugh and General Odierno's number one priority is prevention of sexual harassment and assault. The Academy's Cadets Against Sexual Harassment/Assault (CASH/A) is showing incredible promise to help ensure Soldiers ensure they are treated with respect and dignity and can trust one another. A second issue Mr. Schneider discussed is the Soldier 20-20 program that the US Army Training and Doctrine Command is currently establishing for Military Occupational Specialties (MOS), gender-neutral, scientifically based objective standards for each MOS; it has never been done before, but it is believed will help the Army move forward with gender integration in the force. Finally, Mr. Schneider touched on the drawdown of troops to perhaps as low as 440,000, with the possibility of the Army getting even smaller. A drawdown could affect the force structure of the Army, which affects the number of officers the Army has in each grade. The Army is going through the process of bringing down the number of Soldiers, NCOs, and Officers, and that will have an effect on people. The Army in all likelihood will get smaller in the next few years, so how do we attract and retain the quality and quantity of Soldiers needed, in particular the officer corps for the Army in the future?

7. BOARD BUSINESS.

a. ELECTION OF BOARD CHAIR AND VICE CHAIR: Vice Chairman Bob Archuleta nominated Congressman Shimkus to remain Chairman of the Board, MG Errol Schwartz seconded the motion. The motion carried and Congressman Shimkus was re-elected as the Chairman. Mr. Archuleta then nominated Ms. Brenda Sue Fulton to be Vice Chair. MG Schwartz seconded the motion. The motion to elect Ms. Fulton to the position of Vice Chair of the Board was voted on, and she was elected the new Vice Chair. Mr. Archuleta, the former Vice Chair and Ms. Fulton swapped seats upon the conclusion of the votes. LTG Caslen congratulated both Congressman Shimkus and Ms. Fulton.

b. OTHER BOARD BUSINESS. Congressman Shimkus proposed the date of July 19-21 for the Board's Summer Meeting, to be held at West Point. The Senate and House are in session on those dates, but there are no votes scheduled. This date was voted upon and approved. Congressman Shimkus then spoke about the Board of Visitors Annual Report and the importance of the report as well as its timely submission.

7. USMA UPDATES. LTG Caslen, USMA Superintendent, presented updates to the Board members. The topics he included USMA's Character Development Strategy, the Sexual Harassment and Assault Response Prevention (SHARP) and CASH/A updates, diversity admissions, academic and curriculum updates, and facility updates

LTG Caslen began his update with Character Development Strategy. Character development is important because it's what we're all about. As a Division Commander in Iraq, LTG Caslen was responsible for the behavior within his unit and he was alarmed by the magnitude of senior leader misconduct, including Officers, Warrant Officers, and NCOs in the grade of E8 and E9. Although most under his command obeyed the Honor Code, there were still inappropriate relationships, hostile work environments, false official statements, sexual harassment, fraternization, etc. He felt his unit was not different than other units and felt it was an issue that needed to be dealt with. He believes that a Character Development Strategy is one way to deal with this issue. Leaders at West Point are developed across four pillars – Academic, Physical, and Military, currently in place. All three are undergirded by character, a program the Academy does not currently have. The Academy has already started on Phase I of the Character Development Strategy, which is to determine what the requirements and the outputs are; once established the Academy can proceed. Much of this will begin to come into place through most of next year. Phase II begins this summer, with Phase III taking place in the Fall of 2014. By year's end a final draft will be ready to be implemented and amended within the Corps of Cadets.

Character Development Strategy includes living honorably, which is very important as it requires the inculcation of values, the values of West Point, duty, honor, country and the values of our Army, which include loyalty, duty, respect, selfless service, honor, integrity, and personal courage. It is a process of teaching what right and wrong are, then it takes it to the internalization of those values, so they become part of your character in order to help Cadets, and when they become officers, who may find themselves in a potential compromising situation, their character development training at the Academy will allow them to stop and think about what's right and what's not. It will emerge as part of their ethic.

LTG Caslen then discussed SHARP and CASH/A programs at USMA and showed the Board members his priorities. First and foremost, to form a command climate that addresses and ultimately eliminates sexual harassment and assault; second to internalize the professional military ethic to live honorably; third is to build a diverse West Point team. USMA's SHARP strategy is to align the Academy with the Army's five lines of effort: prevention, investigation, advocacy, accountability, and assessment. The focus is prevention. Prevention means changing the culture by changing behavior and in order to change behavior you must have an open and candid dialog. The Superintendent's responsibility is to create conditions and establish the common ground where candid dialog can occur. Further, leadership must be engaged at all levels, not just senior leadership, but also from the Dean, Commandant, TAC officers, as well as staff and faculty. An issue we face is what Cadets call being "SHARP'd." This is Cadet slang wherein they avoid each other (male and female), on and off duty, because they fear they may say or do something that may be misinterpreted, which is not what the leadership wants either. The objective is to bring the dialogue back to the center where everybody feels value added. Being "SHARP'd" undermines the strength of the team and detracts from what is trying to be accomplished. The Institution needs to get to where it has an inclusive team where diversity becomes a strength and every person feels emotionally and physically secure while feeling they add value to the organization; it is through dialogue and conversation

that behavior changes. Examples of this engaged leadership include: coaches having sessions with team captains and the officers in charge of those teams, and planning a staff ride for all NCAA captains to Gettysburg for a few days in which the objective will be to study junior leadership during the Gettysburg battle, a method to help them understand the impact of junior leadership on small groups and organizations. LTG Caslen then turned the floor over to Cadet Havana Schmidt, the Brigade CASH/A representative.

Cadet Schmidt explained the mission of the CASH/A program and that it was nested within the SHARP program. Their mission is to create a culture of bystander intervention, with the hope of eliminating sexual harassment and assault. Cadets, who received SHARP training in the Summer of 2013, were tasked with developing this program. This is a Cadet initiative, and the Cadets in the CASH/A program work closely with their Cadet company commanders. This initiative is overwhelmingly supported by LTG Caslen and BG Clarke, the Commandant of Cadets. CASH/A is being nested under Army SHARP program in order to make it more relatable for the Cadets. The program is designed to allow Cadets to take what they learn in CASH/A with them when they graduate commissioned Army Officers. Since CASH/A is Cadet designed and led, it allows the SHARP program to be adapted to be more relatable for Cadets so that they can best internalize the program and execute it in their day-to-day lives. The topics focused on in the second semester of the 2013-2014 academic year were gender stereotypes and sexual assault myths in an attempt to dispel misconceptions people have about gender relations. A case study was developed that would take a selected member of the audience to play the role of a new platoon leader and walk him or her through a sexual harassment case in a unit. The goal is to help the Cadets to choose the best course of action to address the situation, thereby establishing a culture based on standard intervention. Since April is Sexual Assault Awareness Month, CASH/A is organizing a couple events for the Corps of Cadets. The first event is the "Walk-a-Mile for Sexual Assault Awareness". In mid-April CASH/A, in conjunction with the Naval Academy, will hold a Sexual Assault Awareness Month Service Academy Colloquium, which will include members from the Merchant Marines, Coast Guard, Navy, Air Force, and West Point. The colloquium will bring members from each institution to talk about these issues and try to come to some common solutions. Cadet Schmidt turned the floor back over to LTG Caslen.

LTG Caslen then gave a brief update about the Army Rugby Team, an issue that was discussed at the June 2013 meeting in Washington, DC. He discussed the inappropriate e-mails, inconsistent with the Army and Academy values, sent amongst team members regarding female Cadets as well as the actions taken against the Team. In a separate investigation of the Rugby Coach, the coach submitted his resignation, which was accepted. The Rugby Team Cadets that were involved in the incident were enrolled into a Respect Mentorship Program (RMP). During their enrollment in the RMP, they were not allowed to represent West Point, meaning the team could not be in operation last Fall, preventing them from competing. Upon the successful completion of the RMP, in January 2014, the team was stood back up. Ms. Fulton brought some ongoing issues with two 2LTs that were involved in the Rugby Team incident and one of the victims. She then commended LTG Caslen for the change in culture that is occurring at West Point. LTG Caslen went on to discuss the lessons learned from the Rugby Team incident and the way ahead.

After a brief discussion between the Board members regarding the issues of sexual assault and harassment, character development, living honorably, social media, etc., LTG Caslen introduced Lieutenant Colonel (LTC) Donald Outing, the new Chief Diversity Officer. LTC Outing provided information on the Diversity and Inclusion office and its role in building character, leadership and diversity. Upon the conclusion of LTC Outing's Diversity briefing to the Board members, Colonel (COL) Deborah McDonald, Director of Admissions, briefed the Board about USMA's class composition goals. COL McDonald explained how class composition goals are comprised, the candidate recruiting process, nomination sources, and additional appointees which include African American and athlete

candidates. Following a brief discussion regarding the Admissions process and diversity of recruitment, Brigadier General (BG) Timothy Trainor provided the Board with an update on USMA's academic program. BG Trainor explained core, or required, curriculum and how it relates to a cadet and to classroom instruction. He went on to comment on the accolades USMA has received, specifically mentioning that "Business Insider" recognized West Point as the eighth best tech college, and recognized graduating Cadets who received Rhodes, Truman, and Marshall Scholarships. At the conclusion of BG Trainor's briefing, Mr. Matt Talaber, USMA Engineer, provided a brief update on barracks construction and renovation. There is currently a nine-year plan to update USMA's existing nine Cadet barracks to upgrade the quality of life for Cadets in the Barracks. The renovations will provide 50 more years in the barracks life cycle. Mr. Talaber also touched upon sustainment, restoration, and modernization of USMA's facilities. Mr. Talaber also briefed the Board on where USMA gets its natural gas and electric energy, the Wastewater Treatment Plant, which has received 27 notices of violation from the State Department of Environmental Conservation within the last two years, and finally on upgrades at Camp Buckner. Finally, Mr. Talaber briefed the Board on utility privatization within the next few years.

8. REMAINING BOARD BUSINESS.

Congressman Shimkus introduced a letter, from Ms. Barbara "Charlie" Murphy, a member of the Public, in attendance at the Board of Visitors meeting, who is from Highland Falls, NY. Ms. Murphy's letter thanking the Board and USMA's leadership for its successful efforts to change the culture of "cadets gone wild" to a culture where the Cadets are respectful to the residents of Highland Falls. A copy of this letter is enclosed. Congressman Shimkus thanked Ms. Murphy for the letter and noted it was a good news story showing how the culture at USMA had changed.

Congressman Shimkus asked if there were any further questions or comments from Board members. Ms. McNally commented that the meeting was one of the most informative, useful, and helpful board meetings in quite some time. Mr. Morrison commended Congressman Shimkus and the other Members of Congress. Congressman Conaway commented on the amount of work that still needs to be done with regards to the barracks. Mr. Archuleta thanked LTG Caslen and his staff for a wonderful visit and meeting; he then congratulated Ms. Fulton on her election as the Vice Chair of the Board. Ms. Fulton then commended the Superintendent, Staff & Faculty and Cadet Schmidt, as well as those who presented briefings to the Board of Visitors.

Ms. Fulton brought up the topic of going back to four Board meetings annually, instead of just three. Two would be held in Washington, DC and two at West Point, NY. It was agreed upon that this point could be discussed in July and possibly voted on at that time. Mr. Morrison asked about the possibility of Board members attending meetings electronically, via teleconference or video teleconference.


Congressman Shimkus requested an information paper regarding points raised in listening sessions held with Cadets, NCOs, members of the staff and faculty, and members of the Directorate of Public Works, to include child care hours of operation (overnight hours, or off-duty hours), lack of space at the on-post gym facility, 24 hour AAFES gas station/shopette, housing issues, and the condition of Camp Buckner. The information paper, which addresses these issues, is enclosed.

9. ADJOURNMENT. There being no further comments, Congressman Shimkus adjourned the meeting at 1604. This concluded the 31 March 2014 Organizational Meeting of the USMA Board of Visitors.

Certified by:



CONGRESSMAN JOHN SHIMKUS
Chairman
USMA Board of Visitors



DEADRA GHOSTLAW
Designated Federal Officer,
USMA Board of Visitors

Appendix:
Attendance Roster

ATTENDANCE ROSTER

Congressional Members:

Senator Kirsten Gillibrand	Departed 1520	
Congressman Mike Conaway	Departed 1434	Returned 1442
Congressman John Shimkus		
Congressman Steve Womack	Departed 1508	

Presidential Appointees:

HON Bob Archuleta		
Ms. Sue Fulton	Departed 1538	Returned 1545
Mr. Travis Morrison		
Mr. Patrick Murphy	Departed 1523	Returned 1528
Ms. Liz McNally		
MG Errol Schwartz		

The following members were absent:

Senator Mary Landrieu
 Senator Richard Burr
 Congressman Steve Israel
 Congresswoman Loretta Sanchez

Based on the BOV attendance, a quorum was present.

Other attendees:

Mr. Karl Schneider, Assistant Secretary of the Army for Manpower and Reserve Affairs
 SGM Tamara Gregory, Senior Enlisted Advisor to the ASA(M&RA)
 MAJ Jennifer Carr, Military Aide to the ASA(M&RA)
 LTC Michael Davidson, SAFM-BUL
 MAJ Christine Orser, OCLL

USMA command and staff members in attendance:

LTG Robert L. Caslen, Jr., Superintendent of the United States Military Academy
 COL Wayne A. Green, USMA Chief of Staff
 Ms. Maureen Fitzgerald, Director of Strategic Initiatives (DSI)
 LTC Troy Schnack, Superintendent's XO
 MAJ Charles Bailey, Superintendent's Aide de Camp
 CSM Delbert Byers, USMA Command Sergeant Major
 MAJ Brett Ayvazian, Secretary of the General Staff
 Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff and DFO
 Mr. Jeffrey Reynolds, DSI Executive Officer/Alternate DFO
 BG Rich Clarke, Commandant of Cadets
 MAJ Missy Rosol, USCC, Special Assistant to the Commandant
 BG Timothy Trainor, Dean of the Academic Board
 COL James Raftery, Chief of Staff, Office of the Dean
 Dr. Jean Blair, Vice Dean of the Academic Board
 COL Deborah McDonald, Director of Admissions
 COL Charles A. Stafford, Strategic Initiatives Group
 COL Ronald Dodge, Chief Information Officer
 COL Dane Rideout, Commander, US Army Garrison-West Point
 Mr. Matt Talaber, USMA Engineer

COL Keith Well, Staff Judge Advocate
Ms. Deborah Pool, Resource Manager
LTC Webster Wright, Public Affairs Officer
Ms. Theresa Brinkerhoff, Public Affairs Office
LTC Donald Outing, Chief Diversity Officer
Ms. Laureen Barone, Sexual Assault Response Coordinator
Cadet Havana Schmidt, CASH/A Coordinator
MAJ Michael Meumann, USMA G-1
Mr. Charles Kaune, USMA G-3
Ms. Carol Sheffler, USMA G-4
Mr. Sherman Fleek, Command Historian

Legislative Assistants:

Mr. Jim Goldenstein, Legislative Assistant to CONG Shimkus
Ms. Moran Banai, Legislative Assistant to SEN Gillibrand
Ms. Bethany Lesser, Legislative Assistant to SEN Gillibrand
Ms. Giovanna Gray Lockhart, Legislative Assistant to SEN Gillibrand
Mr. Ken Farrel, Security Detail to SEN Gillibrand
Mr. Juan Leon, Legislative Assistant to CONG Israel
CPT John Weibeld, Legislative Assistant to SEN Burr
Ms. Annie Yea, Legislative Assistant to CONG Sanchez

Members of the Public:

BG (US Army, Ret) Samuel Lessey
Ms. Barbara A. Murphy
Ms. Katlin Van Wye
Ms. Claire Stapleton



UNITED STATES MILITARY ACADEMY
WEST POINT.

*Board of Visitors
31 March 2014*



1



UNITED STATES MILITARY ACADEMY
WEST POINT.

United States Military Academy Board of Visitors Meeting

31 March 2014

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CALL TO ORDER

3



REMARKS

Superintendent
United States Military Academy

4



REMARKS

Secretary of the Army
Representative

5



BOARD BUSINESS

Administrative Remarks
Roll Call

6



2014 Organizational Meeting in Session

- Board Business
 - Election of 2014 Chair and Vice Chair
 - Summer Meeting Date – Tentative 19-21 July 2014
 - Approval of Summer Meeting Minutes
 - 2013 Annual Report Update
- USMA Update
- Remaining Board Business/Adjourn

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UPDATE

Superintendent
United States Military Academy

8



1. Character Development Strategy
2. SHARP/CASH-A Update
3. Diversity Strategy
4. Admissions Update
5. Academic and Curriculum Update
6. Facility Update – Utility Privatization
7. Remaining Board Business/Adjourn



CHARACTER DEVELOPMENT STRATEGY

LTG Robert L. Caslen, Jr.



**To educate, train, and inspire
the Corps of Cadets so that each graduate
is a commissioned leader of character
committed to the values of
Duty, Honor, Country
and prepared for a career of professional
excellence and service to the Nation as
an officer in the United States Army.**

11



Senior Leader Misconduct



78 Cases of Officer and Senior NCO Misconduct since TOA

1 COL, 8 LTCs, 10 MAJs, 18 CPTs, 15 LTs, 9 WOs, 17 NCOs (E8-E9)

Actions Taken: GOMORs, Nonjudicial Punishment, Administrative Separation, Discharge in Lieu of Court-Martial, and Written Counseling

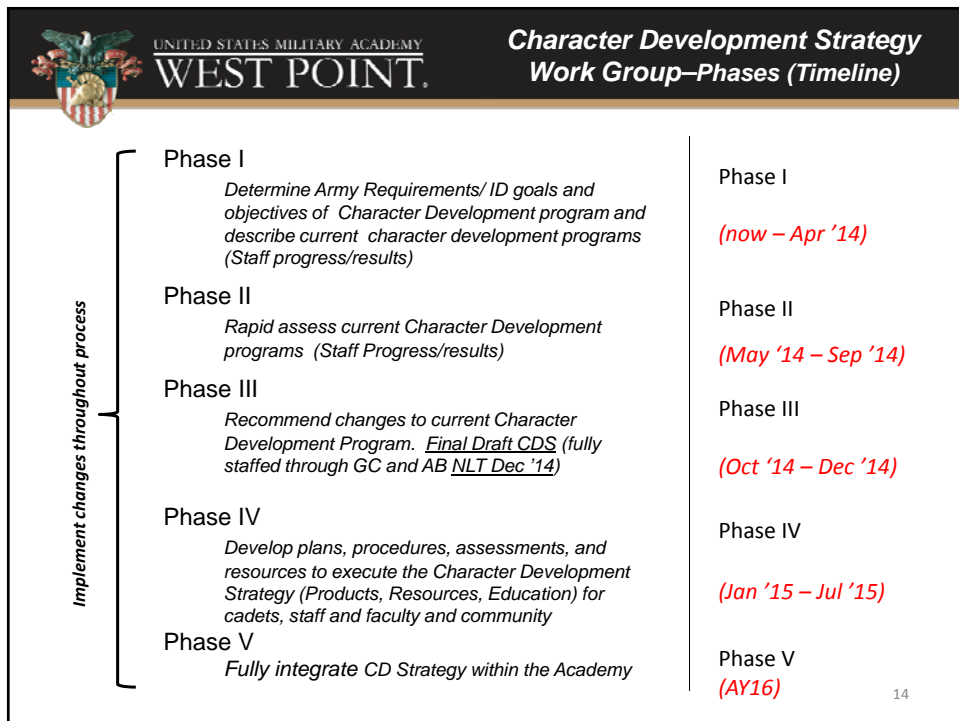
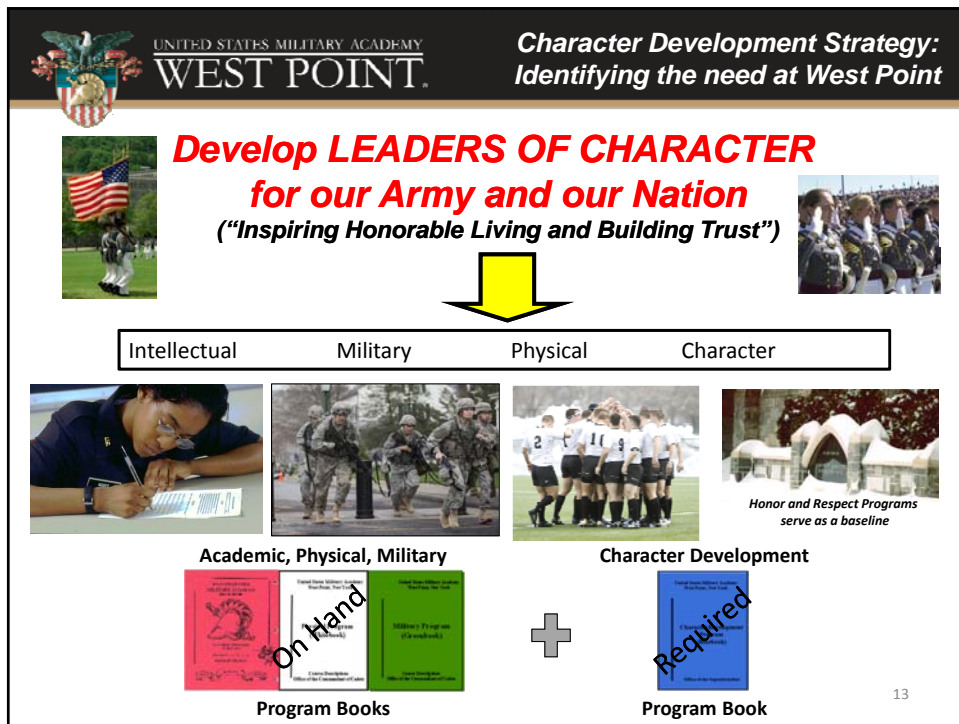
Offenses Include

Inappropriate Relationship (16)	Disrespect (4)
Creation of a Hostile Environment (11)	Loss of a Sensitive Item (3)
False Official Statement (10)	Security Violation (3)
Sexual Harassment (9)	Assault (3)
Fraternization (8)	Aggravated Sexual Contact (2)
General Order #1 Violations (7)	Abuse of Subordinates (2)
Visitation Policy (3)	Obstruction of Justice (2)
Pornography (2)	Missing Movement (1)
Alcohol Possession (2)	Detainee Abuse (Minor) (1)
Private Firearm (1)	Drug Use (1)
Unauthorized Commitment of Funds (6)	AWOL (1)
Adultery (5)	DUI (1)
Negligent Discharge (5)	Wearing of Unauthorized Tabs (1)
Dereliction of Duty (5)	Failure to Report to Work (1)
Disobeying a Lawful Order (4)	

Lightning Justice!

FOUO

12





Character Development Program Outcomes (Draft):

- Live Honorably and Build Trust
- Seek balance, be resilient, and demonstrate a strong and winning spirit
- Pursue excellence and continue to grow
- Recognize moral issues and apply ethical considerations in decision-making
- Understand and demonstrate unconditional positive respect
- Contribute to the moral and ethical development of others
- Demonstrate courageous communication, and courageous conflict resolution
- Be a steward of the Academy and the Profession of Arms
- Understand and live the Army Ethic and Cadet Ethic
- Understand and demonstrate professionalism and decorum

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SHARP/CASH-A Update

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- **Build command climate that addresses and ultimately eliminates SH/SA**
- **Internalize the professional military ethic, living honorably, and the inspiration to National Service**
- **Build a diverse USMA Team**
- **Ensure we are developing and using the right leader development models for the complexity of today and tomorrow's security environment**
- **Build the Army Cyber Center into a premier research and intellectual center**
- **Outreach and partnership in New York City**
- **Beat Navy!**

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Align program with HQDA 5 lines of effort (LOEs)

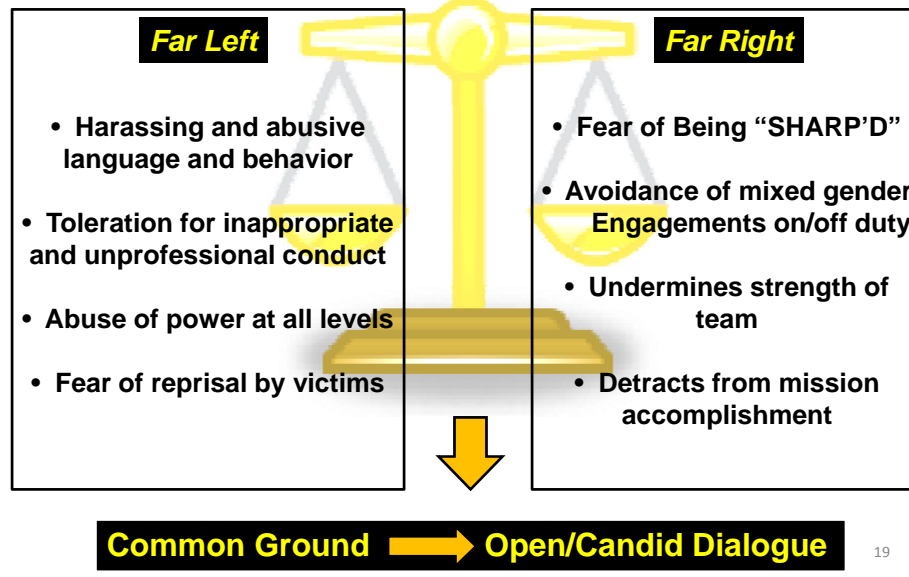
- **Prevention**
- **Investigation**
- **Advocacy**
- **Accountability**
- **Assessment**

Change Culture

- **Change culture by changing behavior**
- **To change behavior, open and candid dialogue must occur**
- **To encourage open, candid discussion, the Superintendent creates the conditions for a common ground**

Engaged leadership

18



19



What Right Looks Like

- Establish an inclusive team: Diversity a strength not a weakness
- Dignity and Respect
 - Every person feels “value added” to the team
 - Every person feels secure both physically and emotionally
- Open and honest communication at the lowest levels

Leadership

- Senior leadership engaging at all levels and with all groups
- Clearly defined expectations and support in execution
- Leader development of cadet team captains and OIC’s
- Gettysburg Staff Ride (3-5 May 2014)

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Why is this important?

- **Because these are our values and what we stand for.**
- **Because these cadets will soon be leaders living, demonstrating and enforcing these values.**
- **Because every one of these cadets will soon be in charge of a mixed gender unit, where they must now set the conditions to ensure a high performing, respectful and disciplined unit.**

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Mission:

- To inspire the Corps of Cadets in taking a proactive role in eliminating sexual harassment and assault from the military profession through service, education, and dedication to a culture of bystander intervention.

Goals:

- Eliminate sexual harassment and assault from the Corps of Cadets
- Support and develop command climates that foster respect
- Motivate and support a culture of bystander intervention
- Provide education and resources to the Corps concerning sexual harassment and assault

Organizational Tenets:

- Command Initiative
- Nested under SHARP, tailored for cadets
- Cadet-designed, Cadet-lead

AY 14-2 Prevention Focus Points

- Feb: Gender Stereotypes & Sexual Assault Myths
- Mar: The New PL: A Case Study
- Apr: Sexual Assault Awareness Month



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Rugby Team Behavior (Department of Army IG Inquiry Analysis)

- **Inappropriate “Hi-Low” Emails: Disrespectful, Condescending**
- **Emails distributed throughout team**
 - Over three year period
 - Reported by cadet not associated with Rugby team
- **Cadet leadership on team established a climate that:**
 - Tolerated unprofessional behavior
 - Was inconsistent with the West Point Leader Development System (WPLDS)
 - Placed loyalty to team above loyalty to USMA values
 - Ridiculed those that did not follow
 - Glamorized the use of alcohol
 - Emphasized inclusion rather than “dignity and respect”

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Actions Taken

- Unrelated inquiry resulted in coach's resignation
- Cadets enrolled Respect Mentorship Program and can't represent USMA until approved
- Team suspended from July 13 to Jan 14
- Cadets successfully completed mentorship programs end of 1st semester.
- Team reinstated for competition in Jan 14

Positive feedback from rugby team captains during Superintendent's small focus group sessions

Ongoing Investigation in Army

- Two 2LT former Rugby players facing disciplinary actions for allegations made by 2LT mentioned in emails

Lessons Learned

- Sub-cultures with values contrary to USMA and Army values
- Culture of toleration and “bystander” inaction/apathy

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54% of cadets and 56% of Officers in charge provided feedback

- Office of Institutional Research designed, executed, analyzed survey
- Exceptional Response Rate
- 120 teams: Competitive Sports, Academic, Religious, Support, Military, Hobby
- 93% of cadets and 78% of OICs stated that club behavior aligns with USMA and/or Army values
- 63% of cadets and 68% OICs said that conflicts with values are addressed (31%/ 32% no conflict)
- 59% of cadets indicated nothing would prevent them from stopping poor behavior
- 41% stated that loyalty to team, peers, and culture might prevent intervention

Reinforces toleration/bystander issue we must address

Cadets and OICs appreciate opportunity to participate in clubs

**Cadets “Top Five” benefits of clubs: teamwork, warrior ethos,
leadership opportunities, values,
and time management**

USMA Leadership recognizes value-added of clubs for character development

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Actions to Date:

- CASH/A: Cadet Led, Brigade Executive Committee, Unit Positions
- DAIG Inquiry: SH/SA Definitions, Reporting Lines, Club Assessment
- USMA Summit: Leader Sessions, AOG article, Gettysburg, Guard Duty
- CSA Summit: Change Behavior, Mutual Respect, Red Flags
- Club Assessment: Values align, Toleration/Bystander Issue
- Nat'l Conference on Ethics in America: “Inspire Honorable Living/Trust”
 - SHARP subset of Character Development
- SECDEF Five Measures Initiative: HQDA five LOEs, Shapes USMA Strategy

Way Ahead:

- Lead/Inspire: Character, Commitment, Candor, Common Ground
- Communicate: Open Dialogue, Integrate 11 point communication plan
- Implement: Character Development, SHARP Strategic Plan, CASH/A

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DIVERSITY STRATEGY

LTC Don Outing

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Class Composition Goals

Final Class Accessions						2018*	
CLASS	2013	2014	2015	2016	2017	*Current Obligations to Class of 2018 (Accepts, Offers, LOAs, USMAPS, Civil Prep)	
African Americans # Admitted (Goal)	7.0% 91 (7-12%)	9.1% 124 (8-12%)	10.7% 135 (12-15%)	8.6% 104 (12-15%)	9.5% 112 (12-15%)	African Americans # Obligated (Goal)	14.4% 173 (11-13%)
Hispanics #Admitted (Goal)	9.5% 123 (7-9%)	8.2% 114 (7-9%)	9.6% 123 (9-12%)	8.6% 103 (9-12%)	11.7% 128 (9-12%)	Hispanics #Obligated (Goal)	10.0% 120 (9-12%)
Asians #Admitted (Goal)	N/A	N/A	6.1% 96 (4-6%)	7.1% 86 (4-6%)	7.1% 86 (4-6%)	Asians #Obligated (Goal)	8.75% 105 (4-6%)
Women #Admitted (Goal)	14.4% 188 (14-16%)	17.9% 246 (16-20%)	16.6% 212 (14-20%)	15.9% 192 (14-20%)	15.8% 188 (14-20%)	Women #Obligated (Goal)	24.3% 292 >20%
Class Size	1291	1368	1261	1192	1193	Class Size	1200

- 2018 class accessions still in progress with 95% obligations / conditional obligations in place
- Increase in 2018 African American accessions a direct link to pinpointed effort by the Admissions Diversity Team and six years of early intervention outreach programs
- Smaller class sizes will limit our ability to increase diversity in a class. Title 10 governs use of Additional Appointees to bring a class to size. Currently, 45% of African Americans enter as additional appointees.

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Partnering with West Point Societies and 501(c)(3) organizations
Charles Hayden Foundation, Schools That Can, College For Every Student, ...



Pre-Candidate (Middle School)

- Cadet Mentorship Programs
- Mobile STEM Workshops/LEADS
- Middle School Summer STEM Camp
- NSBE SEEK Camps
- Liberty Science Center STEM Academy
- NYC Engagements



Candidate (High School)

- SAT/ACT Prep (10 – 12th Grade)
- Leadership and Ethics Conferences
- Summer Leaders Experience
- Athletic Recruitment
- Cadet Ambassadors
- Cadet Public Relations Council
- USMA Overnight Visits
- Army Research Laboratory Internships
- Schools That Can Engagements
- College For Every Engagements



Enroll

- File Completion
 - Medical; Physical; Academic Qualification
 - Congressional Nominations
 - Cadet/Faculty/Graduate Calling Program
- SAT/ACT Preparation Classes
- Athletic Recruitment
- USMAPS/Civil Prep
- Cadet Ambassadors
- USMA Overnight Visits
- Minority Visitation Program

	- USMA
	- West Point Societies
	- 501(c)(3)s



Cadets lead students through icebreaker exercise



Cadet Hanna Yu assists conference participants with designing the race track for their robot



Cadets lead participants through an ethical decision making vignette



Cadets from USMA and Michigan State AROTC are recognized for their performance at the 2014 Detroit LEADS Conference



USMA faculty, cadets, alumni and members of the Great Lakes Recruiting Battalion visit homeless veterans at the Piquette Square living facility



Cadets dialogue with veterans at Piquette Square



Graduate Commissioned Leaders of Character from Diverse Backgrounds



Hispanic Engineer National Achievement Awards Conference



Society of Women Engineers



Women of Color in STEM Conference



- Mentorship: academic advisors, sport & club Officer Representatives, Sponsorship Program
- Support: Center for Enhanced Performance, cadet cultural clubs and organizations
- Enhance and expand activities that encourage excellence and nurture talent.
- Inspire minority cadets to pursue leadership positions in the Corps of Cadets
- Offer more academic courses that address diversity and global inclusion directly.
- Increase diversity in all branches of the Army
- Sustain competitive, winning Division I athletics programs

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Staff & Faculty	Women	Caucasian	Black	Hispanic	Asian / Pacific Islander	American Indian / Alaska Native	Other
Enlisted	15.0%	55.7%	20.7%	16.0%	5.0%	1.2%	1.4%
Officer	14.9%	83.9%	6.4%	5.2%	3.4%	0.4%	0.7%
Title 10 Civilian Faculty	30.9%	91.7%	1.8%	0.90%	5.5%	0.0%	N/A
Title 5 Civilian Staff	55.3%	85.0%	9.0%	3.0%	3.0%	0.0%	N/A



New Cadet

Major



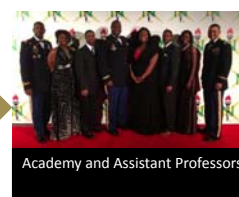
Graduation

KD Time



Advanced Civil Schooling

Return



Academy and Assistant Professors

- Women / ethnic minority challenges exist, but...
- An evolving strategy:
 - Every department member is a diversity recruiter
 - Encourage a diverse student population (identify and mentor individuals early)
 - Maintain contact throughout key & developmental assignments
 - Identify officers with potential to succeed as instructors

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Admissions Update

Colonel Deborah McDonald

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Great Lakes Admissions Team
CPT Al Gomez
CPT David White - Outreach
Ms. Patricia Higgins
Ms. Laura Lanier

Northeast Admissions Team
MAJ Tawofik Ghazal
CPT Mike Wright - Outreach
Ms. Cathy Muller
Ms. Sheila Murry

Southwest Admissions Team
MAJ Andy Yang
CPT Paul Marques
Ms. Gladys Grady
Mr. Matthew Mason

Far West Admissions Team
CPT Lyndsey Nott
1LT Arron Conley - Outreach
Mrs. Zulma Melvin
Mrs. Mary Paez

Recruited Athletes and Congressional Liaison
MAJ Curtis Unger
Ms. Joyce Adams

Diversity Outreach Recruiting
MAJ Betty Myrthil
Mrs. Michelle Green

Active / Reserve Soldiers, USMAPS, and Civil Prep
MAJ Ryan Liebhauer
Ms. Reeve Johnson
Ms. Michelle Oldenburg

National Guard Soldiers
MAJ Brian Wire

MAJ Yang
CPT Marques
CPT Gomez
CPT White
MAJ Ghazal
CPT Wright
MAJ Turner
1LT Mallard-Brown
MAJ John Turner
1LT Kimberly Mallard-Brown, Outreach
Mrs. Jodi Hendrickson
Ms. Pat Adams
MAJ Unger
MAJ Myrthil
MAJ Liebhauer
MAJ Wire

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- To enroll outstanding men and women each year who are motivated toward completion of West Point and a military career.

- To enroll a class of desired composition of talent and diversity:

- Scholars (>30%)
- Leaders (>25%)
- Athletes (>23%)
- Soldiers (12-15%)
 - African American (11-13%)
 - Hispanic (9-12%)
- Women (>20%)



- *Educate*



- *Train*



- *Inspire*

35



Final Class Accessions (2014-2017) *Current Obligations 2018					
CLASS	2014	2015	2016	2017	2018*
Scholars #Admitted (Goal)	28.2% 386 (>30%)	34.7% 437 (>30%)	33.9% 404 (>30%)	35% 418 (>30%)	45.3% 544 (>30%)
Leaders #Admitted (Goal)	18.5% 253 (>25%)	22.2% 280 (>25%)	25.5% 304 (>25%)	27.3% 326 (>25%)	25.25% 303 (>25%)
Athletes #Admitted (Goal)	18.9% 258 (18-23%)	15.9% 200 (18-23%)	18.5% 221 (18-23%)	17.5% 210 (18-23%)	19.6% 239 >23%
Soldiers #Admitted (Goal)	4.3% 52 (>7%)	6.2% 74 (>7%)	8.5% 102 (>7%)	10.8% 129 (>7%)	7% 84 (>7%)
African Americans # Admitted (Goal)	9.1% 124 (8-12%)	10.7% 135 (12-15%)	8.6% 104 (12-15%)	9.5% 112 (12-15%)	14.4% 173 (11-13%)
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Class Size	1368	1261	1192	1193	1200 ³⁶



DEAN'S ACADEMIC AND CURRICULUM UPDATE

BG Tim Trainor

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Curriculum Structure



VISION: West Point educates and inspires adaptive leaders of character to build the Army and the Nation's future.

"Major" provides depth and excites intellectual curiosity



"Core" curriculum provides breadth across disciplines

"Enrichment" experiences bring learning to life!



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Army Officer - Bachelor of Science Degree

Majors in Engineering Math and Science Humanities and Social Sciences (Each with 8 to 12 Electives)	
4 Military Science	7 Physical Education
3 English 4 History 2 Leadership 1 Philosophy/Ethics 2-3 Foreign Language* 3 Social Sciences 1 Law	4 Math 2 Chemistry 1 Physical Geography 2 Information Technology 2 Physics 3 Engineering Science/Design

↑
Core
↓

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- #1 Most Accessible Professors
- #6 Best College Library
- #2 Best Health Services
- #3 Everybody Plays Intramurals ;)



- #1 Public College in the country
- #1 Best Value
- #3 Liberal Arts College
- #7 Overall College in the country



- #2 Top Public Schools
- #3 Best Undergrad Engineering Program
 - #2 Civil Engineering Program
 - #3 Mechanical Engineering Program
 - #9 Electrical Engineering Program
- #18 National Liberal Arts College



- #8 Best Tech College in the Country

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2014 Rhodes Scholars, Cadets
Calla Glavin (H4) and Erin Mauldin (I1)



2014 Marshall Scholars, Cadets
Alex Brammer (D4) and Ahmad Nasir (F1)



Class of 2014

Rotary Scholarship finalists:

(pending notification from Rotary International)

CDT M.J. Cantrell	King's College London
CDT Rob Feters	King's College London
CDT Katherine Fredieu	King's College London
CDT Allyson Hauptman	Tallinn University of Technology, Estonia

CDT Sarah Melville	King's College London
CDT Luke Schumacher	King's College London
CDT Allie Sutherland	London School of Economics

CDT Connor Love	TBD
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Class of 2014

Fulbright Scholarship finalists:

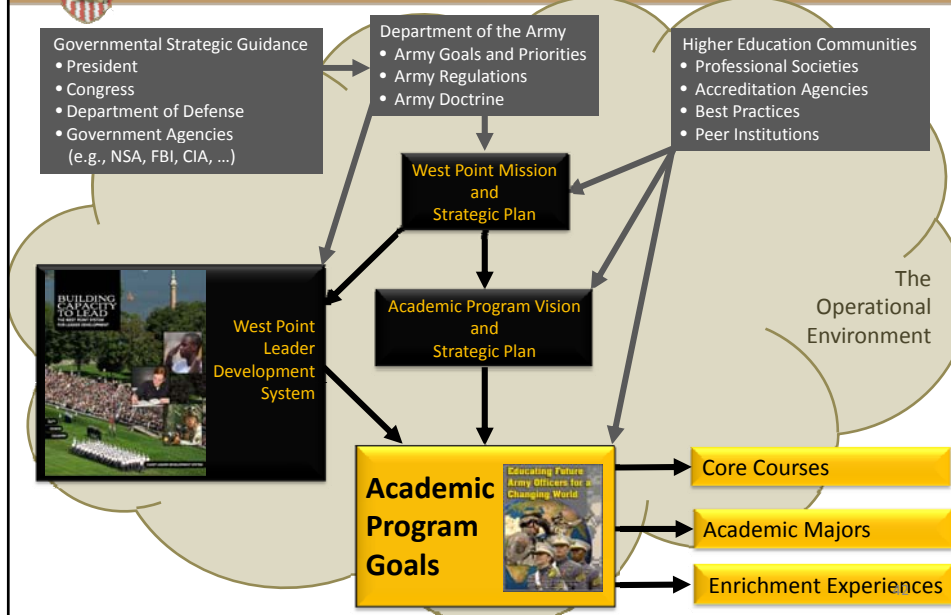
CDT Alexander Bastoky
CDT Michal J. Cantrell

Class of 2014

**Naval Postgraduate School Graduate
Research Fellowship finalists:**

CDT Stuart Baker
CDT Samuel Lowell

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Army has learned and is changing

- We have learned from the past 12 years of war
- Army leader development doctrine is changing

Best practices in Higher Education have changed, seeking to create

- Open-minded innovators
- Leaders that value diverse backgrounds and world-views
- Effective team members who have interdisciplinary skills and integrate across a broad knowledge set
- Problem solvers comfortable with uncertainty and complexity

America's youth and the way they learn has changed

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Overarching Academic Goal – Graduates integrate knowledge and skills from a variety of disciplines to anticipate and respond appropriately to opportunities and challenges in a changing world.

Seven Supporting Academic Program Goals –

Communication: Graduates communicate effectively with all audiences.

Critical Thinking and Creativity: Graduates think critically and creatively.

Lifelong Learning: Graduates demonstrate the capability and desire to pursue progressive and continued intellectual development.

Ethical Reasoning: Graduates recognize ethical issues and apply ethical perspectives and concepts in decision making.

Science, Technology, Engineering, and Mathematics: Graduates apply science, technology, engineering, and mathematics concepts and processes to solve complex problems.

Humanities and Social Sciences: Graduates apply concepts from the humanities and social sciences to understand and analyze the human condition.

Disciplinary Depth: Graduates integrate and apply knowledge and methodological approaches gained through in-depth study of an academic discipline.

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What we asked the Panel Members to do

Considering:

- 2020 and Beyond Environment

- 2020 and Beyond Intellectual Qualities
- At Graduation Knowledge, Skills, and Abilities

THE PANEL:

- MG (R) Dr. Robert Ivany
- Dr. Richard Miller
- General (R) Mike Carns
- Dr. Ben Cole
- Dr. Rob Duncan
- Dr. Bill Durden
- COL(R) Dr. Pat Hoy
- MG H. R. McMaster
- Dr. Kori Schake
- LTC Paul Stanton
- LTC(R) Dr. Lenny Wong

Recommend:

Academic
Program
Goals

Program Structure

FINDINGS:

- Scholar-Warriors
- Integration of Concepts
- Flexibility
- Depth of Knowledge
- KSAs for Future Operational Environment

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- ABET re-accreditation visit for eight engineering programs and two computing programs in Fall 2014
- Next Periodic Review Report for USMA-level reaccreditation is due to the Middle States Commission on Higher Education in June 2015
- Current POM (2017-2020) manning levels will put cadet-to-faculty ratio at significant risk and impact ability to achieve disciplinary depth, critical thinking, and integration

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FACILITY UPDATE

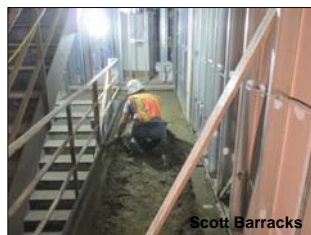
Mr. Matt Talaber

Cadet Barracks Upgrade Program (CBUP)
SRM Funding
Energy
MILCON Program
Present Conditions
Utility Privatization

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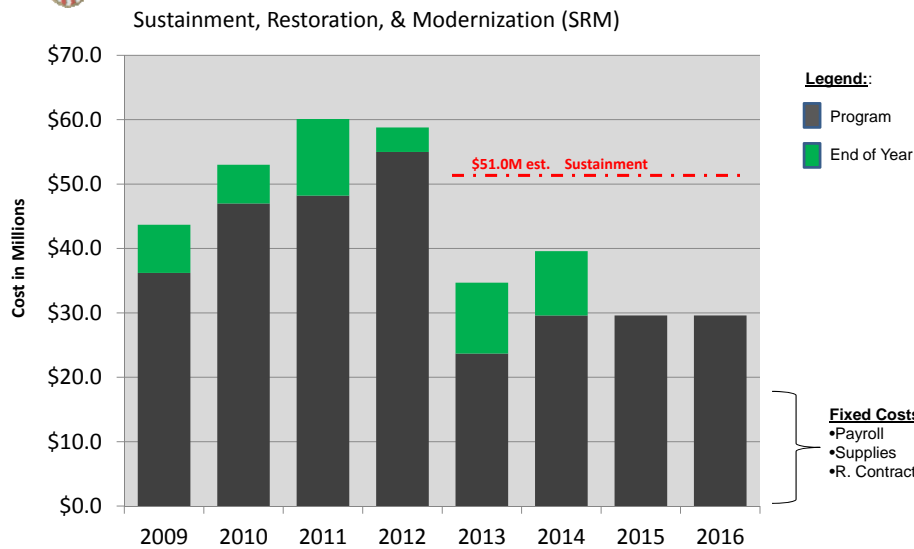
- Positive change in quality of life for Cadets
- Backlog of maintenance and repair issues erased
- Extends barracks life 50 years
- Resolves space related gender equity challenges
- NDAA links New Cadet Barracks to Scott Barracks and Mac Short Barracks construction
- Army providing design and construction funds on schedule
- Next barracks is Mac Short
- Cadet input on design; lessons learned applied to each barracks



Scott Barracks



Scott Barracks



49



Natural Gas (Central Hudson Energy Group)

- Bringing contract current (daily quantity, transportation credit, metering, and updating language)
- At end of supply line, no redundancy, Highland Falls, NY served via WP supply line
- Future: potential bypass line to Highland Falls, NY; additional quantity

Electric (Orange & Rockland Utilities)

- At capacity, no redundancy, end of distribution line
- In discussion with Utility Company regarding how to increase capacity short and long term
- Future: increase source capacity; dual substation feed

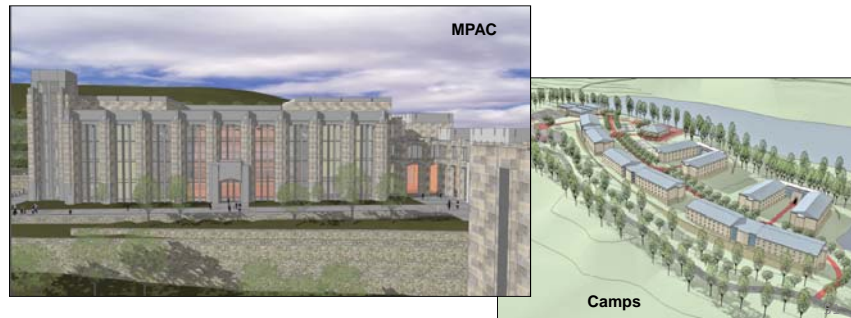
Energy Master Plan

- Net Zero
- Metering
- Conservation
- Local generation
- Renewables





- FY17 Waste Water Treatment Plant (WWTP), \$70M
 - Currently #8 in FY17
- FY20 Camp Buckner barracks, \$103M
 - Not in Army program
- FY20 Multi Purpose Academic Center (MPAC), \$130M
 - Not in Army program



Steam tunnel ceiling collapsed



Concrete beam failure

53



- Excessive settlement has caused masonry walls to separate and large cracks to develop
- Variety of structural systems
- Temporary repairs made as required



Concrete slab deflection



Rusted pier support bracing straps



Metal panel rust

54



- West Point utilities being evaluated for privatization are
 - Water, Wastewater, Electricity, Natural Gas, Steam
- Army utilities overall are listed as red/black i.e. failing
- 2012 Infrastructure Capacity Analysis identified West Point water, sewer, gas, electric and steam as red/black.
- UP transfers utility system ownership, where cost-effective, concurrent with a 50-year contract to upgrade, operate, maintain & sustain service.
 - Leveraged private capital, upgrades infrastructure and reduces maintenance costs
 - 307 out of 355 US systems have been evaluated for UP, 144 systems have been privatized
- West Point Utility Privatization evaluation kicks off April 2014 for all utilities
- Award 2016



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BOARD BUSINESS

Remaining Issues

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ADJOURN



USMA BOARD OF VISITORS MEETING 21 July 2015

1300-1600 USMA Board of Visitors Meeting (Jefferson Hall, Haig Room, West Point, NY)

BoV Meeting Agenda:

1300-1305 *Chairman's Opening Remarks (HON Shimkus)*
1305-1310 *Superintendent's Remarks (LTG Caslen)*
1310-1335 *SECARMY Representative Remarks (Mr. Schneider)*
1135-1340 *Administrative announcements (COL Green)*
1340-1350 *Board Business: Charter Renewal*
1350-1600 **USMA Update:**
Agenda items:
Superintendent's Update
Admissions Update
Accreditation Update
Manning / TDA
Army Cyber Institute

1600 Remaining Board Business/Adjourn

MINUTES
BOARD OF VISITORS SUMMER MEETING
July 21, 2014
WEST POINT, NY

1. **DESIGNATED FEDERAL OFFICER'S REMARKS.** Colonel (COL) Wayne Green stated for the record that the United States Military Academy (USMA) Board of Visitors (BoV or Board) operates under the authority of US Code Title 10, Section 4355. The Board is an Advisory Board subject to the Federal Advisory Committee Act.

2. **CHAIRMAN'S REMARKS.** The Chairman, Congressman John Shimkus, called the meeting to order at 1306. He called attention to the fact that this meeting was Major General Schwartz's last and thanked him for taking time out to serve on the board. He also announced that Mr. Ethan Epstein was appointed by the President the preceding Friday to replace General Schwartz.

3. **ADMINISTRATIVE ANNOUNCEMENTS.** Meeting packages included the agenda, and briefing slides, and two tri-fold handouts from Admissions titled, "Imagine Yourself at West Point" and "Leaders Start Here".

4. **ROLL CALL.** For the record, a quorum of the Board was present. A list of attendees, annotated to reflect members arriving late or departing early, is appended to these minutes.

5. **SUPERINTENDENT'S REMARKS.** Lieutenant General (LTG) Robert L. Caslen, Jr., USMA Superintendent, made brief remarks and spoke about the agenda for the meeting.

6. **MR. SCHNEIDER'S REMARKS.** Mr. Schneider spoke on two key issues that the Army is facing which are the drawdown as well as Sexual Harassment and Assault Response and Prevention (SHARP). He spoke to the specific cuts that the Army as a whole is going to make and potentially make in the coming years. The current cuts are as follows: By 2017 Active Component will go from 520,000 to 450,000; Army National Guard will go from 355,000 to 335,000; Reserve Component will go from 205,000 to 195,000. The potential future cuts that will occur if the organization goes into sequestration are as follows: Active component will downsize to 420,000; Army National Guard will downsize to 315,000; Reserve component will downsize to 185,000. This is a total reduction of 200,000 soldiers and about 43,000 Army Civilians. He emphasized that an aggressive transition assistance program has been set up and that during the process of the drawdown transparency is absolutely essential.

The next topic he covered was SHARP. He emphasized that the program is the number-one priority of the Secretary of the Army and the Chief of Staff of the Army. He stated that prevention is the key to the program and that the Army is taking it very seriously. The Army has brought on Special Victim Prosecutors to help prosecute assault cases as well as Special Victim Counsels, lawyers who can give assistance to victims. There are a total of 65 Counsels in the Active component and 95 in the reserve component. He spoke of the new training for the criminal investigation command geared towards these types of crimes. Finally, he pointed out that in 79 cases where local law enforcement declined to bring cases to the courts, the Army successfully brought cases in all 79 instances. The Army is committed to prevention, investigation, accountability, advocacy, and assessment.

7. **BOARD BUSINESS.** Congressman Shimkus discussed the date of the Fall Board of Visitors meeting and proposed November 13, 2014. Senator Gillibrand did have an objection and the Board agreed the date will be sometime post-election. The Board of Visitors Spring meeting minutes were approved. Next

Congressman Shimkus addressed the USMA Board of Visitors Charter and requested that the board review the proposed changes and send concurrence or non-concurrence with comments and recommended changes to Ms. Dede Ghostlaw by September 1, 2014.

8. OTHER BOARD BUSINESS.

a. USMA UPDATES. LTG Caslen, USMA Superintendent, presented updates to the Board members. Topics included the Sexual Harassment and Assault Response Prevention (SHARP) and Cadets Against Sexual Harassment/Assault (CASH/A) updates, demographics of the staff and faculty, key events since the last Board meeting, Class of 2018, accreditation, impacts of sequestration and the drawdown, and finally an update on the Army Cyber Institute.

LTG Caslen began his update with his new priorities as the Superintendent of USMA which are as follows: SHARP, honorable living, winning culture, diversity, leader development, relationship with New York City, and finally Beat Navy. He then moved on to his number one priority of SHARP. He discussed the dismissal of one coach and one department head for SHARP related incidents. He explained where the Army was prior to the implementation of SHARP; we suffered from a culture where far too often we tolerated "harassing and abusive language and behavior." He explained this as the pendulum being on the far left and the Academy as well as the Army has swung to the far right in the attempt to address the issue of SHARP. This far right swing, at least within the Corps of Cadets, has created an environment in which both genders avoid each other in fear of saying something that may be misconstrued. This far right swing is also not what the institution wants. Our new focus is to bring the pendulum back to the middle. In order to do this, dialogue amongst cadets, faculty and cadets, and senior leadership and cadets was created. This has helped to ensure that all members of USMA feel that they are contributing to organization and the team. He noted that the approach is in line with the Army strategy's five lines of effort: Prevention, Investigation, Advocacy, Accountability, and Assessment. The training that has been put in place ensures that all Cadets can understand this problem and how to help solve it. The removal of the Combat Exclusion Law means the issue applies to all leaders both male and female. No one can claim now that building cohesive mixed-gender teams is someone else's challenge.

LTG Caslen then spoke about forums and trips that have been created with team captains as well as other cadet leadership. He discussed the advances in the CASH/A program at West Point as well as the new SHARP MIAD, which is an 80-hour military course taught by the Army on the topic of SHARP. It was at this point that Senator Gillibrand urged LTG Caslen to share the programs that have been set up at the Academy, with civilian institutions.

The group then discussed subcultures of toleration that had been created and were a source of the problem. Next covered was how the Admissions Office screens candidates for potential character issues that would point to the likelihood of committing such acts in the realm of SHARP.

After the discussion of SHARP, LTG Caslen spoke about the demographics of the Brigade Tactical Department, the Department of Physical Education, and the Department of Military Instruction. The conversation spoke to the ethnicities as well as the genders of the members of all three departments. The Board discussed how vital it is to ensure that the demographic goals are met within the organization. LTG Caslen then turned the floor over to Colonel (COL) Debbie McDonald the Director of Admissions for USMA. COL McDonald spoke about the demographics of the Class of 2018 as well as the beginning of the Class of 2019 at USMA Preparatory School. She went on to explain the programs that are meant to recruit candidates from all ethnic/economic backgrounds. After COL McDonald, LTG Caslen turned the floor over to Dr. Jean Blair, Vice Dean, to explain the accreditation process that the Academy must go through. Dr. Blair discussed the requirement for the accreditation by the Army. Middle States and ABET

are the two sources that the academic side must be accredited through. Finally, Dr. Blair highlighted the process required to attain and maintain the accreditations.

Dr. Blair was followed by COL Green, the USMA Chief of Staff. COL Green laid out the reductions in spending over the next couple years. He noted the original plans which would have dealt a major blow to the Academy's ability to continue to operate at its current level as LTG Caslen commented on, in regards to the 'nuclear option.' The 'nuclear option' would require : Drop all four "I" companies, reduce summer training, eliminate two to three majors, eliminate more electives, increase student-to-faculty ratio, eliminate a company from the prep school and eliminate our TAC NCOS. The Chief of Staff of the Army agreed only to low-risk; so for the present we avoid these nuclear options – for now. COL Green was then followed by COL Greg Conti, the Director of the Army Cyber Institute. COL Conti explained that the Army Cyber Institute is a Secretary of the Army and Chief of Staff of the Army initiative and that they are attempting to build an interdisciplinary team to tackle the hard problems that the Army, Department of Defense, and Nation are fighting. It is a tool that is being used to build a body of knowledge and partnerships with Corporate America and other governmental and nongovernmental institutions.

Finally, LTG Caslen covered some key events that included: The Executive Steering Group, Equality Day, the completion of Scott Barracks, the New Cadet Barracks going vertical, SHARP Summit, General Odierno's four-star conference, Parent's Weekend, and several upcoming events in New York City.


9. REMAINING BOARD BUSINESS.

10. ADJOURNMENT. There being no further comments, Congressman Shimkus adjourned the meeting at 1517. This concluded the 21 July 2014 Summer Meeting of the USMA Board of Visitors.

Certified by:



CONGRESSMAN JOHN SHIMKUS
Chairman
USMA Board of Visitors



DEADRA GHOSTLAW
Designated Federal Officer,
USMA Board of Visitors

Appendix:
Attendance Roster

ATTENDANCE ROSTER

Congressional Members:

Senator Kirsten Gillibrand	Departs 1520	
Congressman Mike Conaway		
Congressman John Shimkus		
Congressman Steve Womack		
Congresswoman Loretta Sanchez	Departed 1504	Returned 1516

Presidential Appointees:

HON Bob Archuleta		
Ms. Sue Fulton	Departed 1430	Returned 1431
Mr. Patrick Murphy		
Ms. Liz McNally	Departed 1425	Returned 1428
MG Errol Schwartz		

The following members were absent:

Senator Mary Landrieu
Senator Richard Burr
Congressman Steve Israel
Mr. Travis Morrison

Based on the BOV attendance, a quorum was present.

Other attendees:

Mr. Karl Schneider, Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA))
MG Mark Ayers, Deputy, Office of the Judge Advocate General (OTJAG)
LTC Gregory Eldred, XO to ASA(M&RA)
MAJ Michael Kelly, SAFM-BUL
MAJ Tracy Michael, OCLL
MAJ Christine Orser, OCLL

USMA command and staff members in attendance:

LTG Robert L. Caslen, Jr., Superintendent of the United States Military Academy
COL Wayne A. Green, USMA Chief of Staff
Ms. Maureen Fitzgerald, Director of Strategic Initiatives (DSI)
LTC Jeffrey Powell, Superintendent's XO
MAJ Andrew Marsh, Superintendent's Aide de Camp
CSM Delbert Byers, USMA Command Sergeant Major
MAJ Brett Ayvazian, Secretary of the General Staff
Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff and DFO
Mr. Jeffrey Reynolds, DSI Executive Officer/Alternate DFO
COL John Drago, USCC Chief of Staff
Ms. Laurie Barone, Sexual Assault Response Coordinator
COL James Raftery, Chief of Staff, Dean
Dr. Jean Blair, Vice Dean of the Academic Board
COL Deborah McDonald, Director of Admissions
COL Ronald Dodge, Chief Information Officer
COL Landy Dunham, Commander, US Army Garrison-West Point
Mr. Matt Talaber, USMA Engineer

COL James Robinette, Staff Judge Advocate
Ms. Deborah Pool, Resource Manager
LTC Webster Wright, Public Affairs Officer
Ms. Theresa Brinkerhoff, Public Affairs Office
Dr. Donald Outing, Chief Diversity Officer
MAJ Michael Meumann, USMA G-1
Mr. Charles Kaune, USMA Deputy G-3
COL James Barren, USMA G3
Ms. Lori L. Doughty, SJA
LTC Jacqueline Emanuel, SJA
MAJ Alexander Schneider, SJA
COL Nick Mauldin, USCC
COL Greg Conti, ACI
COL Tom Cook, ACI
COL Tom Hiebert, USMA G5
Mr. Mike Brantley, PAGO
Ms. Jennifer Linnartz, SJA
LTC James Osuna, USMA IG
Mr. Robert K. Carl, USCC
Mr. Delroy Patrick, USCC
COL (Chaplain) Barbara Sherer
COL Everett Spain, D/Behavioral Sciences & Leadership

Legislative Assistants:

Mr. Jim Goldenstein, Legislative Assistant to CONG Shimkus

Ms. Moran Banai, Legislative Assistant to SEN Gillibrand

Mr. Ken Farrel, Security Detail to SEN Gillibrand

Ms. Jessica Schwartz, Legislative Assistant to CONG Israel

CPT John Weibeld, Legislative Assistant to SEN Burr

Members of the Public:

Ms. Claire Stapleton

Ms. Leslee Kunst

Ms. Patty Baldwin

Ms. Kelly McGuire

Mr. Michael Randall



UNITED STATES MILITARY ACADEMY
WEST POINT.

*Board of Visitors
21 July 2014*



1



UNITED STATES MILITARY ACADEMY
WEST POINT.

United States Military Academy Board of Visitors Meeting

21 July 2014

2



CALL TO ORDER

3



REMARKS

**Superintendent
United States Military Academy**

4



REMARKS

Secretary of the Army Representative

5



BOARD BUSINESS

Administrative Remarks
Roll Call

6



2014 Organizational Meeting in Session

- Board Business
 - Fall Meeting (DC) Date – Tentative 13 November 2014
 - Approval of Spring Meeting Minutes
 - Biannual Charter Renewal
 - 2013 Annual Report Update
- USMA Update
- Remaining Board Business/Adjourn

7



SUPERINTENDENT United States Military Academy

LTG Robert L. Caslen, Jr.

8



1. Superintendent's Update
 - USMA Mission and Vision
 - Old Priorities vs. New Priorities
 - SHARP Update
 - Faculty and Staff Demographics
 - Key Events since Last BoV Meeting
2. Class of 2018 Admissions
3. Accreditation
4. Manning Update / 4-Year Picture
5. Army Cyber Institute
6. Upcoming Key Events



**To educate, train, and inspire
the Corps of Cadets so that each graduate
is a commissioned leader of character
committed to the values of
Duty, Honor, Country
and prepared for a career of professional
excellence and service to the Nation as
an officer in the United States Army.**



**Within an Army in transition,
West Point is the preeminent leader
development and academic institution
whose graduates thrive in tomorrow's
complex security environments,
and are inspired to a lifetime of service to
our Army and the Nation.**

"Inspired to serve."

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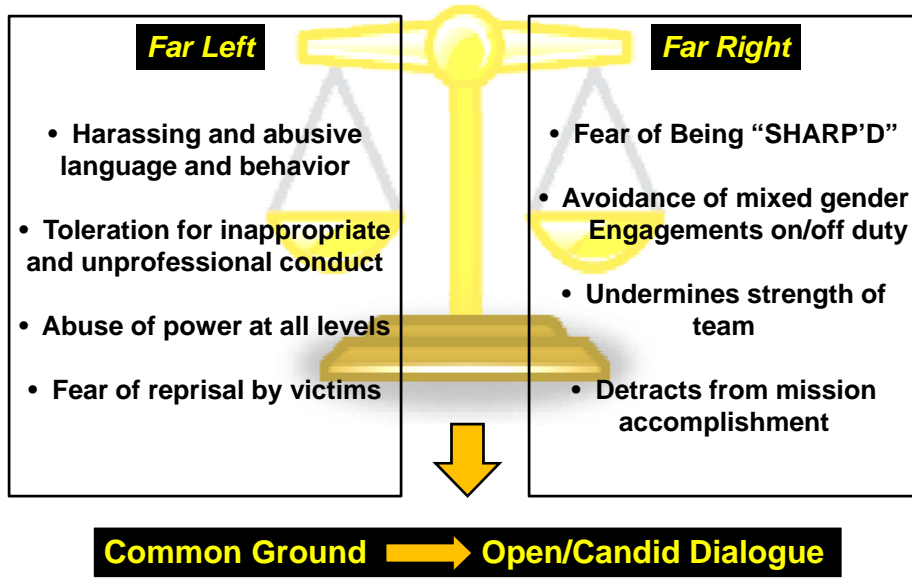
- Build command climate that addresses and ultimately eliminates SH/SA
- Internalize the professional military ethic, living honorably, and the inspiration to National Service
- Build a diverse USMA Team
- Ensure we are developing and using the right leader development models for the complexity of today and tomorrow's security environment
- Build the Army Cyber Center into a premier research and intellectual center
- Outreach and partnership in New York City
- Beat Navy!

12



- **Sexual Harassment/Assault/Command Climate.** Develop leaders who lead with command climates of dignity and respect, where everyone on the team feels value added, and feels secure both physically and emotionally. Ensure that climate exists at West Point.
- **Honorable Living.** Develop leaders who live honorably 24/7, who have internalized the values of duty, honor, country, and the values of our Army. Ensure that climate exists here at West Point.
- **Winning Culture.** Develop a culture of excellence and winning in everything we do. We will win honorably, not changing our standards nor who we are.
- **Diversity.** Continue to build and retain a diverse USMA team, both within the Corps of Cadets and our Staff and Faculty.
- **Leader Development.** Build the intellectual, military, physical and character development models that enable our graduates to thrive in tomorrow's security environments.
- **New York City.** Continue to build our partnership with New York City to enhance Cadet development and enrich our connection with the American people.
- **Beat Navy!**

13



14



- **Align program with HQDA 5 lines of effort (LOEs)**
 - Prevention
 - Investigation
 - Advocacy
 - Accountability
 - Assessment
- **Change Culture**
 - Change culture by changing behavior
 - To change behavior, open and candid dialogue must occur
 - To encourage open, candid discussion, the Superintendent creates the conditions for a common ground
- **Engaged leadership**

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- **What Right Looks Like**
 - Establish an inclusive team: Diversity a strength not a weakness
 - Dignity and Respect
 - Every person feels “value added” to the team
 - Every person feels secure both physically and emotionally
 - Open and honest communication at the lowest levels
- **Leadership**
 - Senior leadership engaging at all levels and with all groups
 - Clearly defined expectations and support in execution
 - Leader development of cadet team captains and OIC's
 - Gettysburg Staff Ride (3-5 May 2014)

16



• **Actions to Date:**

- Cadets Against Sexual Harassment and Assault (CASH/A): Cadet Led, Brigade Executive Committee, Unit Positions (Finalized Jul 2013-Present)
- Cadet MIAD: 80 hour SHARP Course taught by HQDA credentialed trainers (May 2014)
- DAIG Inquiry: Recommended Club Assessment (July 2013)
- USMA SHARP Summit: Leader Sessions, AOG article, Gettysburg, Guard Duty (Oct 2013)
- CSA Summit: LTG Caslen presentation with rugby as example of negative culture (Jan 2014)
- Club Assessment: Values align, Toleration/Bystander Issue (Feb 2014)
- LTG Caslen reiterates expectations to cadet team officers in charge and cadets in charge (Mar 2014)
- Nat'l Conference on Ethics in America: "Inspire Honorable Living/Trust"
 - SHARP subset of Character Development (April 2014)
- Gettysburg Staff Ride (May 2014)
- Cadet Summer Training (CST) SHARP Training (May 2014-Present)
- USMA SARC attend SHARP Conferences at Norwich and University of Northern Iowa
- SHARP Summit Planning (Sep 18-19).
- Gettysburg Staff Ride scheduled (Sep 2014 and May 2015)

17



Background:

- ☐ **Who:** USMA leadership, cadets, S&F, and selected guests
- ☐ **What:** Internal SHARP Summit
- ☐ **When:** 17-19 September 2014
 - ☐ 17th-Travel/Icebreaker,
 - ☐ 18th-Summit
 - ☐ 19th-Final Plans/Out brief
- ☐ **Where:** West Point (Possible Venues: Community Club, Library)
- ☐ **Why:** Continue to enhance SHARP prevention efforts and cultural change

Purpose: Provide a forum for expression and recommendations by the cadets and for the cadets

• **Tentative Workgroup Discussion Topics:**

- Building Inclusive Teams/Climates for the Junior Leader
- Bystander Intervention Including Courageous Confrontation
- Building Self-Esteem
- Pornography and the objectification of people
- Combating Negative Impacts of Social Media (ie Bullying)
- Communication for the Masses (Shaping the Message)

• **Guest Speakers:**

- MG Jeff Buchanan: Commander, MDW, former USMA TAC (Accepted: 18 Sep)
- Dr. Altendorf, Director, Army SHARP, G1 (Accepted: 18-19 Sep)
- Mr. Gus Lee, Author (Pending Contact)

• **BOV Participants:**

- Ms. Fulton (Confirmed)
- Ms. Liz McNally (Pending Contact)

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AY 2013-2014										
Assignment	MALES	FEMALES	% FEMALES	AMERICAN INDIAN	ASIAN PACIFIC ISLANDER	BLACK	CAUCASIAN	HISPANIC	OTHER	Not Reported
BTO	1	0	0.00%	0	0	0	1	0	0	
RTOs	3	1	25.00%	0	0	0	3	1	0	
TACs	36	5	12.20%	0	1	3	36	1	0	
NCOs	31	4	11.43%	0	0	7	26	0	2	
MILITARY FACULTY	364	60	14.15%	0	12	16	371	17	7	1
CIVILIAN FACULTY	136	54	28.42%	0	7	4	118	1	0	60
AY 2014-2015										
Assignment	MALES	FEMALES	% FEMALES	AMERICAN INDIAN	ASIAN PACIFIC ISLANDER	BLACK	CAUCASIAN	HISPANIC	OTHER	Not Reported
BTO	1	0	0.00%	0	0	0	1	0	0	
RTOs	4	0	0.00%	0	0	1	2	1	0	
TACs	37	5	11.90%	0	0	2	38	2	0	
NCOs	30	5	14.29%	2	0	8	11	0	14	
MILITARY FACULTY	370	55	12.94%	0	15	16	367	16	11	1
CIVILIAN FACULTY	138	52	27.37%	0	6	2	114	0	0	68

*Note Civilian Faculty are not required to provide data for Race

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Sandhurst Competition –

57 Teams including 9 International Teams from 8 Countries
1 USCC Team (Company H3) Mastered Basic Officer Leader Course Tasks
All USCC teams demonstrated proficiency levels of Lieutenants or Captains

- Class of 2014 Graduation / POTUS Visit
- USMA Preparatory School as a Direct Reporting Unit to USMA
- Cadet Summer Training Changes
- **2014 Scholarship Winners**
 - 2 Rhodes Scholars
 - 9 Rotary Scholars
 - 1 MIT Lincoln Labs Scholar
 - 1 Fulbright Scholar
 - 2 Marshall Scholars
 - 1 GEM Scholar
 - 2 National Science Foundation
 - 1 Naval Postgraduate School

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ADMISSIONS UPDATE

COL Deborah McDonald

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Class of 2018 By the Numbers

15,060 Applicants
4,050 Nominated
2,440 Qualified

1,212 Admitted

1270 SAT Avg

82 Valedictorians
109 Class Presidents
765 Team Captains
1,055 Varsity Letters

264 / 22% Women
122 / 10% Hispanics
169 / 14% Black
94 / 8% Asian Pacific

14 Int'l Cadets
17 Combat Vets

22



Class Composition Comparison

Final Class Admitted Numbers (2014-2018)						
CLASS	2014	2015	2016	2017	2018	Population %
African Americans # Admitted (Goal)	9.1% 124 (8-12%)	10.7% 135 (12-15%)	8.6% 104 (12-15%)	9.5% 112 (12-15%)	13.9% 169 (11-13%)	US – 13.1% Officer – 13.2% Enlisted – 22.5%
Hispanics #Admitted (Goal)	8.2% 114 (7-9%)	9.6% 123 (9-12%)	8.6% 103 (9-12%)	11.7% 128 (9-12%)	10.1% 122 (9-12%)	US – 16.9% Officer – 7.0% Enlisted – 13.5%
Asians #Admitted (Goal)	N/A	6.1% 96 (4-6%)	7.1% 86 (4-6%)	7.1% 86 (4-6%)	7.8% 94 (4-6%)	US – 5.1% Officer – 4.9% Enlisted – 2.5%
Women #Admitted (Goal)	17.9% 246 (16-20%)	16.6% 212 (14-20%)	15.9% 192 (14-20%)	15.8% 188 (14-20%)	21.8% 264 (>20%)	US – 50.8% Officer – 16.5% Enlisted – 13.0%
Scholars #Admitted (Goal)	28.2% 386 (>30%)	34.7% 437 (>30%)	33.9% 404 (>30%)	35% 418 (>30%)	38.4% 465 (>30%)	
Leaders #Admitted (Goal)	18.5% 253 (>25%)	22.2% 280 (>25%)	25.5% 304 (>25%)	27.3% 326 (>25%)	22.9% 277 (>25%)	
Athletes #Admitted (Goal)	18.9% 258 (18-23%)	15.9% 200 (18-23%)	18.5% 221 (18-23%)	17.5% 210 (18-23%)	21.5% 260 (>23%)	
Soldiers #Admitted (Goal)	4.3% 52 (>7%)	6.2% 74 (>7%)	8.5% 102 (>7%)	10.8% 129 (>7%)	7.6% 92 (>7%)	
Class Size	1368	1261	1192	1193	1212	

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Demographics and West Point

Race / Ethnicity / Gender	Percentage U.S. Population	Percentage Army Enlisted	Percentage Army Officer	USMA Class of 2018
White (non-Hispanic)	63.0%	57.4%	70.6%	66.4%
Hispanic	16.9%	13.5%	7.0%	10.1%
African American	13.1%	22.5%	13.2%	13.9%
Asian American	5.1%	2.5%	4.9%	7.8%
American Indian or Alaska Native	1.2%	0.8%	0.52%	1.7%
Women	50.8%	13.0%	16.5%	21.8%

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Bulgaria



Cameroon



Colombia



Georgia



Mongolia



Nigeria



Pakistan



Romania



Saudi Arabia



South Korea



Taiwan



UAE



USMAPS provides academically challenged candidates with strong leadership potential an opportunity to prepare themselves for success at the United States Military Academy.



236 Admitted

- 103 / 43% Recruited Athletes
- 140 / 61% Team Captains
- 44 / 19% Soldiers
- 15 / 7% Combat vets
- 111 / 47% Black
- 12 / 5% Hispanic
- 37 / 16% Women
- 40 / 17% Club Presidents



ACCREDITATION

Dr. Jean Blair

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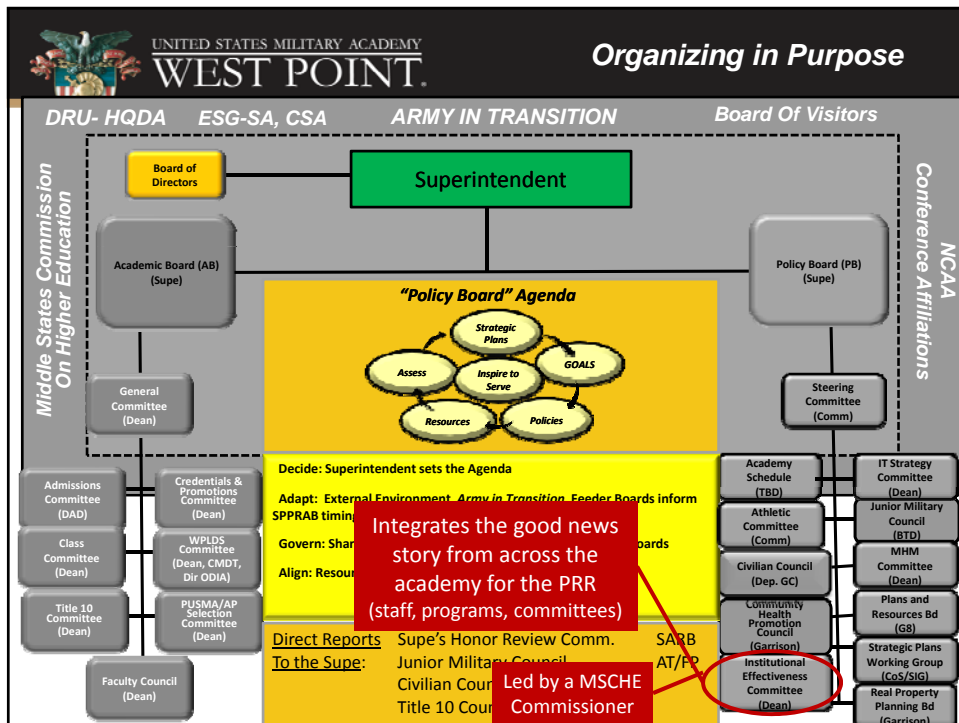
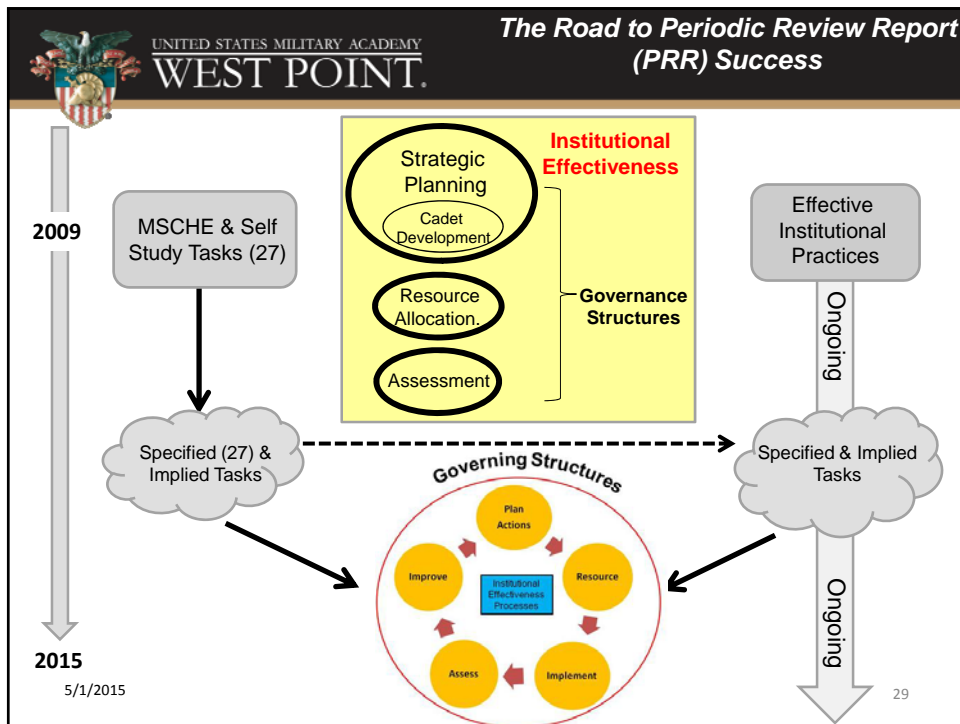


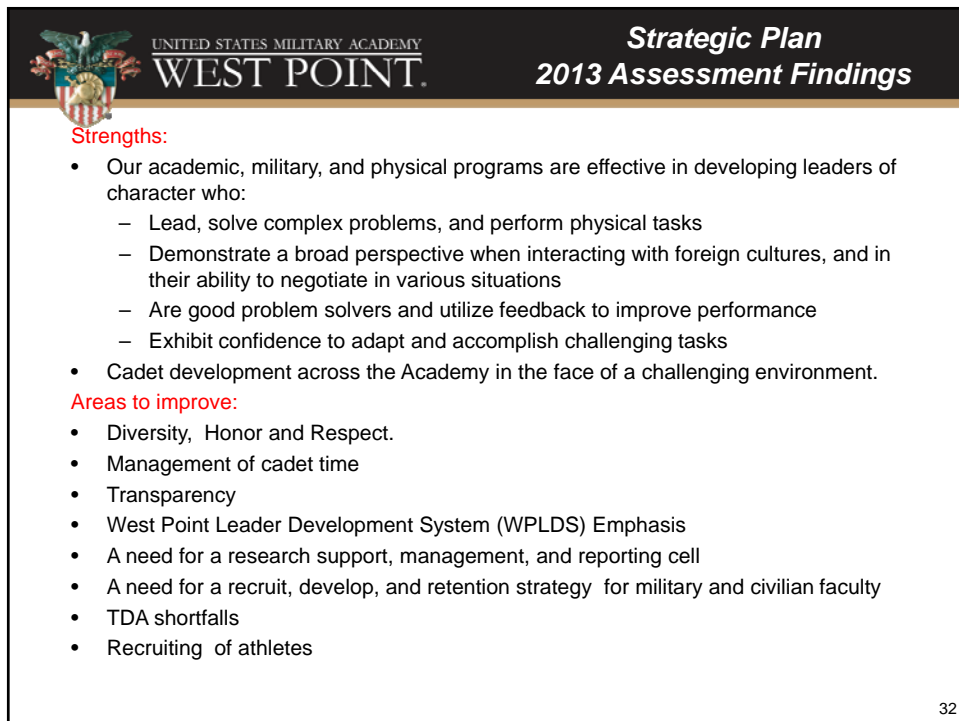
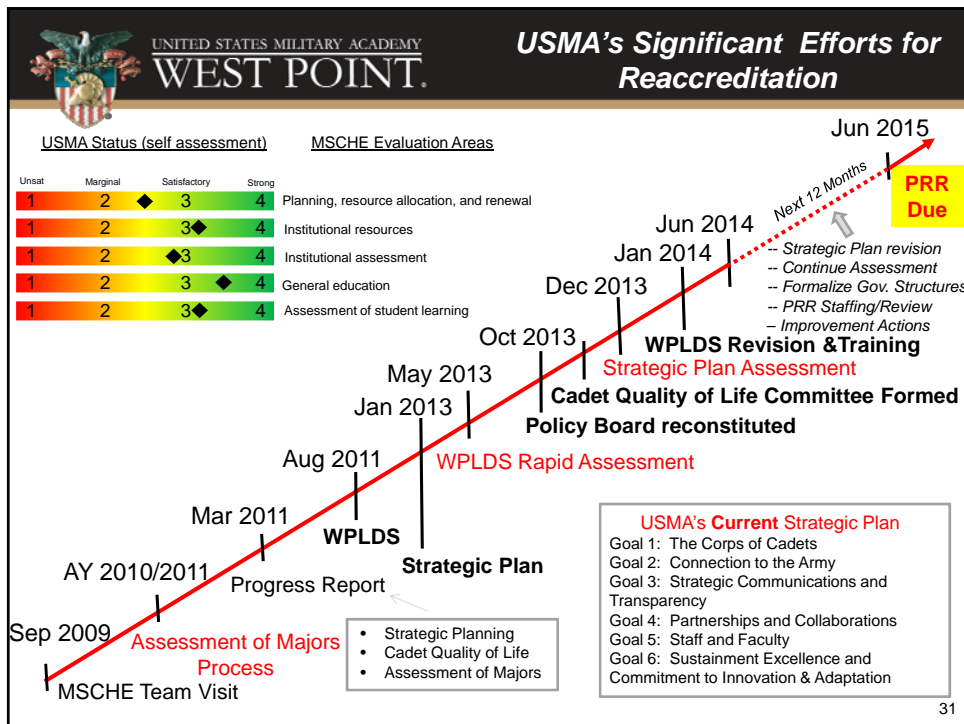
Ensuring USMA's Institutional Reaccreditation (Middle States Commission on Higher Education)

Per AR10-87, Chapter 21-2, Paragraph c(4): USMA has the responsibility for the "*establishment and maintenance of formal academic and athletic accreditations through the appropriate accreditation agencies.*"

- Last reaccreditation in 2010
 - (10 year cycle)
- Requirements for institutional reaccreditation:
 - **Periodic Review Report (PRR)**
 - **Due: 6/1/2015**
 - **5 year review (no visit)**
 - Decennial self-study review
 - External evaluation team visit (2019)
 - Last visit to USMA in 2009 resulted in 27 recommendations, mostly from our self-study

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ABET accredits over 3,300 **programs** at more than 680 colleges and universities in the disciplines of applied science, computing, engineering, and engineering technology.

Last accreditation visit to USMA in 2008; we have a reaccreditation visit scheduled for 28-30 September 2014.

West Point has 10 accredited engineering and computing programs (date of initial accreditation):

- Civil Engineering (1985)
- Electrical Engineering (1985)
- Engineering Management (1985)
- Mechanical Engineering (1985)
- Computer Science (1997)
- Environmental Engineering (1997)
- Systems Engineering (1997)
- Information Technology (2008)
- Nuclear Engineering (2008)
- Chemical Engineering (seeking accreditation in 2014)

Assessment of our Status:

- ☐ Best accreditation preparation in history:
 - Strong ABET expertise: Key faculty trained; several qualified Program Evaluators on faculty;
 - we have faculty who are ABET Commissioners and members of the Board of Directors.
 - Good graduate survey responses
- ☐ Issues likely to be highlighted in the visit:
 - Prior faculty and staff cuts increased workload: future cuts avoiding faculty;
 - Conference restrictions impact faculty development: new rules have helped;
 - Civilian furlough impacted morale and some have left;
 - Overall good resourcing but the lack of deliberate and sustained laboratory equipment funding, and funding for library journal subscriptions hurts planning: we still remain healthy each year.



MANNING UPDATE

COL Wayne Green

UNITED STATES MILITARY ACADEMY
WEST POINT.

FY16/17 Risk Analysis Reduction Impacts

*FY 16	*FY 17	FY 16	FY 17	FY 18	FY 19						
MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV		
-17	-16	0	-16	-24	-16	-24	-27	-24	-23	-25	-7

	FY15 AUTHORIZATIONS										
DIRECTORATE	MIL	CIV	TOTAL	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV
HQ STAFF	55	114	169	4	5	2	10	4	9	4	5
DEAN	419	367	786	12	4	13	10	10	8	9	2
USCC	188	133	321	4	1	7	4	8	3	8	0
USMAPS	15	37	52	2	2	0	1	0	2	1	0
DAD	17	27	44	0	0	0	0	1	0	2	0
ODIA	6	4	10	0	3	0	0	0	1	0	0
ACI	35	20	55	2	0	2	2	1	0	0	0
OEMA	7	12	19	0	1	0	0	0	0	1	0
TOTALS	742	714	1456	24	16	24	27	24	23	25	7

FY16 (Low/Mod)

- Reduce long-standing vacancies
- Transition select positions to NAF funding
- Degrade functions without losing functions
- Redistribute workload

FY17 (Low/Mod)

- Reduce responsiveness
- Accept late suspense's
- Consolidate functions
- Reorganize

FY18 (Sig/High)


- Reduce size of corps
- Drop "I" Companies
- Reduce CST grad rqmts
- Eliminate 2-3 majors and significantly modify others
- Eliminate more electives
- Increase student to faculty ratio
- Eliminate one company from USMAPS
- Eliminate TAC NCOs

FY19 (High)

- Further reduce size of Corps
- Eliminate USMAPS (50 staff)
- Significant changes to delivery of instruction (e.g. auditoriums)
- Risk USMA's #1 college ranking / accreditation
- Eliminate department(s)

CSA Directed "Low Risk" Cuts Only for FY 16-17

Unknown Future Cuts Pose High Risk


 UNITED STATES MILITARY ACADEMY
WEST POINT.

ARMY CYBER INSTITUTE (ACI)

COL Gregory Conti

36



SECARMY Vision:

“The ACI shall serve as the Army’s premier resource for strategic insight, advice, and exceptional subject matter expertise on cyberspace related issues affecting Army operations, organizations, and institutions.”

“With a view to building the Army’s cadre of cyber-qualified leaders, the ACI develops educational and training programs to foster the rigorous study of the intellectual underpinnings of Army personnel in the cyber domain.”

“The ACI conducts high-quality research on the most critical cyber-related challenges and effects outreach to bridge gaps and prompt information exchange across Army, military, academics, industrial and governmental cyber communities.”



CSA Vision:

The premier cyber warfare institution with a broad charter that incorporates the Joint Force, Industry, and Government at the tactical, operational, and strategic levels.

Outreach, Advise, Research, Educate

37



“The ACI is a national resource for research, advice and education in the cyber domain, engaging Army, government, academic, and industrial cyber communities to build intellectual capital and expand the knowledge base for the purpose of enabling effective Army cyber defense and cyber operations.”

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Building, Developing, and Propagating Intellectual Capital

▪ **Secured donor funding** to facilitate Cadet margin of excellence cybersecurity training and to fund endowed distinguished Cyber Chair, held by LTG(R) Rhett Hernandez

▪ Ongoing partnerships with NYC Financial industry, including NYSE, Citi, Goldman Sachs, Virtu, Morgan Stanley, Bank of America, and others, **meeting CSA's intent for NYC Engagement.**

▪ Ongoing relationships with Columbia University, Carnegie Mellon University, Georgia Tech, NYU Poly, and others and **developed research partnerships.**

▪ Participating in CMF 17 SME Panel in August to help **develop Cyber Branch and CMF 17.**

▪ Working closely with Army Cyber Command and the new Cyber School and Center of Excellence and **developing way ahead for cyber leader development and training.**



Carnegie Council Panel



Cyber Beacon 2014 @ NDU



NYU Poly (Fall 2013)

Bloomberg



World Class Cyber OPFOR

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Papers and Presentations to create the Cyber body of Knowledge

“**The Library of Sparta**” – Military doctrine and cyber operations , Black Hat, August 2014.

“**Cyber Actions by State Actors: Motivation and Utility**”, International Journal of Intelligence and Counterintelligence, fall 2014.

“**Teaching Electronic Privacy and Civil Liberties to Government**” – NYC's HOPE conference, August 2014.

“**Deconstructing the Relationship Between Privacy and Security**”, IEEE Technology and Society Journal, summer 2014.

“**Key Terrain in Cyberspace: Seeking the High Ground**”, NATO Cyber COE Cyber Conflict (CyCon) Conference, June 2014.

“**The Cyber Losers**”, Democracy and Security Journal, June 2014.

“**Towards a Cyber Leader Course Modeled on Army Ranger School**”, Small Wars Journal, April 2014.

Panel Participation

“**Operational and Legal Aspects of Active Cyber Defense**”, NATO CyCon, June 2014.

“**Rethinking US Cybersecurity Policy Against a Shifting Strategic Landscape**”, National Committee on American Foreign Policy, March 2014.

“**The Emerging Cyber Threat: Why We Aren't Paranoid Enough**”, CITI Cyber Intel Week, January 2014.





Cyber Leader Development Program

- Customized four year development programs.
- Part of USMA talent management system.
- Education, training, and internship opportunities.
- DA G1 developing Skill Identifier.
- Extending to ROTC in 2015.
- ***Produced 6 'Cyber' graduates in 2014 – planning 10 in 2015.***

Competitive Cyber

- Created competitive cyber club team.
- ***Placed 10th of 350+ teams in NYU Poly Cyber competition***
- ***Won 2014 NSA Cyber Defense Exercise.***



2014 Cyber Internships



- 20 Cyber-related projects from 17 organizations offered.
- 63 Cadets working on 10 projects from 9 organizations, including: ARL, NSA/CYBERCOM, 1st IO Command, DARPA, MIT Lincoln Lab, FireEye, Motorola, Google, Disney, Facebook.
- Completely sponsor funded.
- ***Demand for Cadet interns exceeds supply!***
- ***Great opportunities for outreach and Cadet hands-on experience.***



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• New Leader Orientation Community Fair	24 JUL 14
• Executive Steering Group – (DC)	28 JUL 14
• CAPE Ethics Symposium	29-31 JUL 14
• Woman's Equality Day	26 AUG 14
• Scott Barracks Ribbon Cutting Ceremony	TBD AUG 14
• New Cadet Barracks Vertical Construction	TBD AUG 14
• Chief of Staff of the Army 4 Star Conference	04-06 SEP 14
• SHARP Summit	18-19 SEP 14
• International Diversity Day	24 SEP 14
• 100 th Anniversary Yale Football Game	27 SEP 14
• Accreditation Board for Engineering Technology (ABET)	28-30 SEP 14
• Thayer Award – HON Condoleeza Rice	06 OCT 14
• Parents Weekend	10-12 OCT 14
• Association of Graduates Columbarium Completion	TBD OCT 14
• UCONN Football game at Yankee Stadium	08 NOV 14
• Fall BoV (DC)	13 NOV 14
• Army-Navy	13 DEC 14

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BOARD BUSINESS

Remaining Issues

15 Minutes Open to Public

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ADJOURN

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USMA BOARD OF VISITORS MEETING 3 December 2015

1330-1630 USMA Board of Visitors Meeting (Cannon House, Room 340, Washington, DC)

BoV Meeting Agenda:

BoV Meeting Agenda:

1330-1335 *Chairman's Opening Remarks (HON Shimkus)*
1335-1340 *Superintendents' Remarks (LTG Caslen)*
1340-1345 *SECARMY Representative Remarks (Ms. Wada)*
1345-1350 *Administrative announcements (COL Green)*
1350-1400 *Board Business: TBD*
1400-1630 **USMA Update:**

Superintendent's Update; LTG Caslen
Chief of Staff's Update; COL Green

Agenda items:

ODIA update; COL Mauldin
SHARP/CASH-A Update; Mrs. Barone
Admissions Update; LTC Viles
Curriculum/ Academic Update; BG Trainor

1630 *Remaining Board Business/Adjourn*

MINUTES
BOARD OF VISITORS FALL MEETING
December 3, 2014
WASHINGTON, DC

1. **DESIGNATED FEDERAL OFFICER'S REMARKS.** Colonel (COL) Wayne Green stated for the record that the United States Military Academy (USMA) Board of Visitors (BoV or Board) operates under the authority of US Code Title 10, Section 4355. The Board is an Advisory Board subject to the Federal Advisory Committee Act.
2. **CHAIRMAN'S REMARKS.** The Chairman, Congressman John Shimkus, called the meeting to order at 1330. He also announced that Mr. Ethan Epstein was appointed by the President, in July, to replace Major General Errol Schwartz.
3. **ADMINISTRATIVE ANNOUNCEMENTS.** Meeting packages included the agenda, and briefing slides, the renewed Charter, dated November 16, 2014 and an executive summary regarding a football recruiting incident, which occurred on January 25, 2014 .
4. **ROLL CALL.** For the record, a quorum of the Board was present. A list of attendees, annotated to reflect members arriving late or departing early, is appended to these minutes.
5. **SUPERINTENDENT'S REMARKS.** Lieutenant General (LTG) Robert L. Caslen, Jr., USMA Superintendent, made brief remarks and spoke about the agenda for the meeting. LTG Caslen introduced the members of the USMA Staff that were present at the meeting, and thanked all the members of the Board for attending. He then welcomed Mr. Ethan Epstein to the USMA Board of Visitors.
6. **MR. STAMILIO'S REMARKS.** Mr. Stamilio, the Deputy Assistant Secretary of the Army for Manpower and Reserve Affairs for Civilian Personnel and Quality of Life, thanked the members of the Board for their service and commitment to the Board. Mr. Stamilio noted the challenges faced today at a national level which requires leaders of character, and how critical these leaders are to the future of the Nation. He stated he believes it is critical to support West Point, an institution that builds leaders of character. Further, he looked forward to hearing about the work LTG Caslen has done and on continuing to make improvements to build those leaders.
7. **BOARD BUSINESS.** Congressman Shimkus discussed the date of the Spring Board of Visitors meeting and proposed March 30, or April 10, 2015, at West Point, with the first choice being March 30, 2015. The Board of Visitors Summer meeting minutes were approved. COL Green then did a roll call, and determined a quorum was present.
8. **OTHER BOARD BUSINESS.**
 - a. **USMA UPDATES.** LTG Caslen, USMA Superintendent, presented updates to the Board members. Topics included the a review of the Football Recruiting incident that occurred in January 2014, the Superintendent's priorities, which include eliminating sexual harassment and assault, develop leaders so they live honorably, diversity, leader development and finally, to Beat Navy! LTG Caslen went over some key events since the last Board of Visitors meeting, including the inaugural Army Profession Symposium, hosted at West Point, by the Chief of Staff of the Army (CSA) for all two, three, and four star Generals in the Army, strategic planning off-

site in New York City; the Four Star Conference, first Sexual Harassment and Assault Response Program (SHARP) summit; ABET accreditation for engineering at West Point; 29th Annual Conference on Ethics in America; Alonzo Cushing posthumously receiving the Medal of Honor for his actions in Gettysburg at the Iron Triangle on the third day in the middle of Pickett's Charge, during the American Civil War; and finally, Branch Night.

LTG Caslen then discussed, at length, an incident which occurred on January 25, 2014, during a Football Recruiting event, which made national news. LTG Caslen explained how recruiting visits are scheduled as well as what events the recruited athletes participate in. In this particular incident, on Saturday, January 25, 2014, day two of a three day recruiting visit. After a dinner, recruits and their Cadet hosts got on a bus and went 27 miles to the Palisades Mall, and went to a bowling alley where alcohol was served without checking IDs. There was no supervision such as coaches, or officer supervisors, nor was the bus trip put together with trip accountability, which was a violation of West Point rules, but had not been enforced for about three years. Since this particular trip, these rules have been put back into place. The football players, some other recruits and a couple of other cadets wound up drinking under age and some Cadets provided alcohol to the recruits. Further, female Cadets were invited to attend to show that 'there are pretty girls at West Point.' Specific National Collegiate Athletic Association (NCAA) violations included having a police escort the bus with recruits and Cadet Hosts to go on the Palisades Parkway, which prohibits large vehicles without police escort. Second, Cadets gave away their cash to the recruits: The NCAA authorizes each Cadet Host \$40.00 for incidentals for their recruit, but can't give their recruits the cash; and the third violation was a Cadet using the authorized \$40.00 to purchase apparel for their recruit, which is specifically prohibited by the NCAA. The timeline of this incident and its being brought to the attention of the USMA Command Group was as follows: The incident occurred on January 25, and then between January 27-31, some Instructors heard about the incident based on Cadet discussion in their classes and those instructors notified the Officer Representative, COL Edward Naessens. COL Naessens notified the Athletic Department, Athletic Director, and Football Coach about it on the 31st of January. The Athletic Department started an investigation and more discussion takes place in the month of February and on February 24, after additional discussion, reported what the internal investigation findings were. On February 28, the Officer Representative, COL Naessens, notified the Commandant, Brigadier General John Thomson III, which was the appropriate level for adjudication of any possible misconduct or disciplinary action that might need to be taken. BG Thomson initiated an investigation based on AR15-6, and an investigating officer was appointed in mid-March. His investigation was completed in just over a month, at the end of April. After the legal reviews in mid-May, the Athletic Department began notifying the Patriot League and then the final adjudication of the 15-6 investigation takes place and is signed by the Commandant in June 2014, after the Corps of Cadets had been sent on their summer assignments. Three local General Officer letters of reprimand were handed out by LTG Caslen to COL Naessens for not immediately reporting the incident to the Athletic Director and Commandant; Lieutenant Colonel Greene, for organizing the trip without proper authorization or supervision, and COL Davis for making the "pretty girls" comments to female Cadets. In taking this action, LTG Caslen found their acts were not 'willful misconduct' but acts of neglect or inappropriate choice of words. The Cadets involved took responsibility for their actions and received various penalties, including but not limited to, punishment tours, withdrawal of privileges, reduction in rank, restriction to barracks, writing a reflective essay, etc. The NCAA acknowledged the violations. The Athletic Director gave Letters of Admonishment to the Head Coach, the Recruiting Coordinator Coach, and the Compliance Officer. All had retraining on the NCAA rules of education.

Ms. Laurie Barone, the Sexual Assault Response Coordinator for USMA briefed the Board members on the SHARP Program and the Cadets Against Sexual Harassment/Assault (CASH/A) program. She explained these programs are becoming part of the USMA Strategic Plan, and pointed out that in addition to the focus on cultural changes, prevention of sexual assault and harassment are part of the strategic plan, not only in terms of SHARP, but also in terms of dignity and respect, because USMA has to get the Cadets to understand they will be our future leaders. One of the challenges facing USMA with each incoming class is the numerous backgrounds of the Cadets. The challenge is to engage leadership and ensure cultural change among the new Cadets; not only those from all across the United States, but also foreign Cadets from very diverse backgrounds. Ms. Barone showed the Board members the "It's On Us" campaign tee shirts, which were debuted at the Army vs. Air Force football game in November. During this game, Vice President Joe Biden sent out a tweet, on Twitter about the USMA Cadets wearing the tee shirt to "...tell the world that 'It's on Us' to stop the sexual assaults". Ms. Barone then discussed the President of the United States' report on sexual assault that would be coming out possibly within the next few months, which the Board members would like to see. Ms. Barone further discussed how the SHARP program and CASH/A are continuing works in progress, that there will never be perfection. However, in her opinion, we are winning the battle of sexual harassment and assault. She went on to discuss the CASH/A program, which is a grass roots program, and the progress the Cadets have made. The program was established two years ago and was initiated by Cadets. They help with the training of the education both internally to the Cadet Companies and to Academy leadership. Education on preventing sexual harassment and assault is taught through SCPME (Simon Center for the Professional Military Ethic (PME)), PME 2, and CASH/A representatives get together semi-annually to determine what education they would like to focus on for that semester.

NOTE Congressional Members of the USMA Board of Visitors departed in order to cast votes in the House and Senate; no quorum is present, however discussion continued but no votes by the Board were held.

Ms. Barone then gave the Board an update on West Point's second annual SHARP summit, held on September 18-19, 2014. All of the Service Academies, including the Merchant Marine Academy and Coast Guard Academy, were there in addition to Navy and Air Force. During this summit, the "It's on Us" campaign was introduced as well as a pledge online to help prevent sexual assault and harassment. Finally, Ms. Barone briefed the Board members on bystander intervention, which was also part of the SHARP Summit, and included a panel of survivors; three of whom were Cadet survivors of sexual assault, and one who was a bystander and urged a victim to come forward. Their stories were powerful and had an effect on all who heard them speak. Two of the key initiatives of the "It's on Us" campaign includes a healthy masculinity program, which the CASH/A team is engaging Indiana University to get some lessons learned from their program on healthy masculinity, which they've taken the lead on in the country; and the second is focusing on a "positive consent campaign" in which the Cadets developed a pamphlet that she passed around to the Board members, with three items being emphasized: 1) Don't listen for "no" but hear "yes," 2) Prior consent doesn't equal "yes" now, and 3) Lack of "no," just because you don't hear it, doesn't mean "yes."

The floor was handed back to LTG Caslen to discuss USMA's strategic plan, which contains seven strategic objectives. Objective number one is to develop the Corps of Cadets as USMA is a leader development institution, including developing leaders intellectually, physically and through character. Objective number two is to inspire, to live honorably, and build trust. The third objective is to ensure leaders who graduate understand the culture within whatever

environment they go into. This is important due to the significant contribution of ground forces in the last 13 years of war. The fourth objective is to develop exceptional intellectual capability. The fifth objective is to develop a culture of excellence and a culture of winning (winning honorably, not winning "at all costs"), not mediocrity. The sixth objective is leveraging diversity in fostering inclusiveness. It is very important for the Army to represent America across all demographics. The seventh and final objective is to build effective stewardship and shared governance at USMA.

BG Timothy Trainor, the Dean of the Academic Board then provided an update to the Board members on the ABET accreditation and the ongoing accreditation by the Middle States Commission on Higher Education (MSCHE). USMA gets accredited by several sources – athletic programs are accredited by the NCAA; while academic, major level and program-specific accreditation is done through different agencies; and finally USMA is accredited as an overall university. Recently, USMA went through a re-accreditation process of USMA's Engineering and Technology majors – a total of 10 specific majors were accredited by ABET, the leading organization that accredits Engineering and Technology programs both nationally and internationally. USMA is now focusing on re-accreditation by MSCHE. While USMA is currently accredited, the process for re-accreditation is a ten year review process required to maintain accreditation for USMA (and other institutions of higher education). MSCHE's last visit was in 2009 that led to re-accreditation in 2010. The next major effort in the re-accreditation by MSCHE is for USMA to submit a Periodic Review Report (PRR), which is due June 1, 2015 and USMA should meet this deadline. MSCHE looks at things such as strategic planning, resource allocation, and means to get renewal and focus on the institution's level of institutional resources, how well an institution assesses what they're doing, on an institution's general education program and how well an institution is doing in assessing student learning. In total there is a set of 14 standards, which are encapsulated into these areas. BG Trainor fully expects USMA to be green for everything by the time the PRR is submitted in June 2015. The area most in need of updating was in terms of USMA's strategic planning, which is why LTG Caslen emphasized the Strategic Plan to Board members earlier. The PRR is signed off by the Secretary of the Army, so USMA will submit a draft of the PRR in February 2015 to the Director of the Army Staff for review prior to the final version being signed in April by the Secretary of the Army. Some comments, from observations from one of the 12 evaluators that came to USMA in September 2014 include, "Best programs they've seen" and that "USMA is in good shape in its Engineering Technology approach," and USMA expects no issues going forward with the PRR submission in June 2015.

LTC Timothy Viles, attending the meeting for COL Deborah McDonald, Director of Admissions, provided the Board with an Admissions update and snapshot of the incoming Class of 2019. Currently, three demographics look stronger than last year: Women, African Americans and Hispanics. The Class of 2018 was a record year for admission of both Women and African Americans. The targeted class size for 2019 is 1,232, emphasizing on talent and diversity. There was then some discussion regarding the definition of what a "scholar" is, as well as recruiting athletes and whether Alumni could make contact with athletes, or if it would be a violation to do so. The Members were advised that should they come across an athlete they believe should be recruited, the student's name and other contact information, including the school they attend should be provided to USMA's Athletic Department.

COL Nick Mauldin, attending the meeting for Mr. Eugene "Boo" Corrigan, Athletic Director continued the conversation by explaining how USMA and the Directorate of Intercollegiate Athletics (ODIA) recruits athletes and informed the Board that neither they, nor Alumni, should actively try to recruit athletes, as it is a violation of NCAA rules. They should contact the Athletic

Department at USMA about the student and allow USMA to recruit the athletes. The recruiting tool used by USMA, which USMA pays for, is a national-based recruiting tool done by professional scouts. Players are all ranked in the high school system in almost every sport. COL Mauldin also encouraged alumni to send in any information they may have on an athlete they believe should be recruited, but may have been overlooked, as the database used by ODIA is primarily coming from Tier One high schools in larger scale and metropolitan areas. COL Mauldin used, as an example, USMA's Football program has three permanent recruiters – that is all they do – they receive leads from various sources and do the research on whether or not the athlete will make a quality Cadet Candidate.

NOTE Two Members of Congress returned to the meeting, and a quorum was present.

BG John Thomson III, the Commandant of Cadets briefed the Board members about Branching, which is when Firsties, or Senior Cadets learn what Branch of the Army they will be going into. The process USMA uses is a talent based branching model and is in its third year. This year, 1,016 Cadets in the Class of 2015 participated. 24 Cadets did not participate as they will be going to Medical School after graduation. 15 of these Cadets have already been accepted to Medical School and seven Cadets are cross-commissioning into another branch of the Armed Services. While many Cadets received their first choice for Branching, several did not, for various reasons. BG Thomson recounted a Cadet whose first choice was Infantry, however he had not done well on his Army Physical Fitness Test (APFT) and Infantry's number one criteria is to be physically fit. This Cadet's second choice was Signal Corps, and he is a Computer Engineering major. The branch, Signal Corps, was very interested in him, and this Cadet's second choice was Signal Corps, so it worked out well in this particular Cadet's branching. The Branching Board is a voting board, and the Commandant is the President. The four other voting members include a representative from HQ Department of the Army G-1 (Personnel), and three other Colonels. The Commandant and four Colonels go through the Board for two weeks. 80 percent of the Class of 2015 Cadets received their number one choice, while 96 percent received one of their top five choices. This year there were 17 branches, because the Army added a Cyber Branch. Women are now eligible to go into 15 of the Branches, as Infantry is not open to them. Upon graduation, 15 Cadets will directly commission into Cyber Branch. One requirement USMA had to meet was 70 percent of the class had to branch in the Combat Arms, which is the five branches of Infantry, Armor, Field Artillery, Aviation, and Air Defense, as well as the Engineer Branch, which is consistent across the Army for Lieutenants. The rule used for Combat Arms branching was 80 percent were men and 20 percent were women. Of the 166 women that USMA branched, 78 of them are going into Combat Arms. In January, 2015, the Secretary of the Army will make a decision about doing a Ranger assessment in April, and have women in Ranger School. Across the Army, 31 women have been selected to serve as mentors and advisors; they'll observe and are currently going through the training. Currently there are 13 women graduates from USMA, between the graduating class of 2004 and 2014; three of them are currently on the USMA Staff & Faculty. BG James Rainey was at West Point the week prior to the USMA Board of Visitors meeting. Although he didn't graduate from USMA, he is the Commandant of the Infantry School and gave a session about Ranger School that was open to the entire Corps of Cadets. BG Thomson provided an update to adopting a Branch Assignment process. While USMA can't get ahead of the Department of the Army, it is likely that by August or September 2015, a decision will be made to open up Infantry and Armor to women.

COL Landy Dunham, Commander of the US Army Garrison-West Point, gave an infrastructure update at West Point. He started with the military construction (MILCON) projects. He briefed the Board on the Cadet Barracks construction and renovation and the Waste Water Treatment Plant, which are part of the FY16 special consideration. COL Dunham also briefed the

members about the FY18 insert for the Multipurpose Academic Center, as well as the decision to remove Camp Buckner from the MILCON project list. The next topic was the Cadet Barracks upgrade program. Scott Barracks has been completed, and renovation was started on MacArthur Short a little late due to a protest of the contract award, which took an additional 90 days to resolve. MacArthur Long will be the next renovation and is scheduled to begin on/around August 2015. The new Cadet Barracks construction is on schedule, and is approximately 21 percent complete. The building is now going vertical; it will be energy efficient with triple-pane windows and LED (light emitting diode) lights. The Waste Water Treatment Plant construction was discussed next, and currently there is 70 million dollars in funding in the FY17 MILCON Program for its renovation. The current Waste Water Treatment Plant was built in 1954. The new Plant will cut down on pollution and the fees and violations associated with that pollution, and will be safer for the employees who will work there. COL Dunham then went on to the electricity grid challenge. The current system has no redundancy and USMA continues to stress the current system, so there is a need for redundancy. USMA received advice and are working a partnership between the Huntsville Engineer, the Newark District Corps of Engineers, together with the Orange and Rockland Utility Company. Finally, COL Dunham provided an update to Phase Two of the Academic Science Center project. Phase Two Alpha is complete, and Phase Two Bravo is on schedule, with about 80 percent complete. The expected completion date is April 29, 2015.

Ms. Brenda Sue Fulton, Vice Chair of the Board of Visitors, briefed the Board about her visit to a meeting of the US Air Force Academy Board of Visitors meeting in October 2014. Her goal in attending this meeting was to make recommendations on improving the USMA BoV's operation to be more effective and efficient. The first observation was that the USAFA BoV has more discussion with fewer slides and meet in a much smaller venue than the USMA BoV normally does. The USAFA BoV has standing topics and a standard structure of meetings. The Chair of the USAFA BoV manages a spreadsheet and issues a tracker that tracks old and new issues to fruition. She mentioned that the USAFA BoV meets quarterly and have regularly has a portion of the meeting closed to the public where the USAFA Academy Superintendent briefs specific disciplinary issues. FI 36-3502 (Air Force Instruction 36-3502, Performance Measurement Program for United States Air force Academy) prescribes metrics for the Air Force Academy. Other Service Academies do not have a similar instruction or regulation, but have certain metrics they pull from those metrics to present to the Board. Some metrics Ms. Fulton wished to discuss could help meetings go more smoothly and make it a little easier for the Superintendent's staff. The biggest question of interest, of her observations over the past couple of years is, "is the Academy fulfilling its mission to deliver a diverse group of capable, honorable, motivated junior officers to the US Army." What is the value the Academy offers to the country above delivering honorable Second Lieutenants to the Army? She also spoke about a center for excellence for leadership and cyber warfare as well as the concept of honorable living. Ms. Fulton then discussed a proposed battle rhythm for the Board of Visitors, which recognized that it is difficult for Members of Congress, during an election cycle in even years to come to West Point between September and November. She suggested going back to four meetings per year, as opposed to the current three meetings per year-in even years (two at West Point and one in Washington, DC and in odd years, one in West Point and two at Washington, DC). The first quarterly meeting to be held in Washington, DC; the Summer, or second quarterly meeting held at West Point; a third quarterly, or Fall meeting held at West Point; and the final meeting held in December, at Washington, DC. The first meeting would be the organizational meeting, the next two meetings would be to observe Cadet Summer Training and Academics, respectively, and the final meeting to tie up loose ends and discuss the Annual Report. She discussed metrics the Board could review including the academic curriculum, branch reporting, diversity, admissions metrics including applications and attrition, education

and training, honor cases, sexual harassment and assault, etc., to name a few. Ms. Fulton then proposed to work with the Superintendent and his staff to create a tracker that can be used in between meetings that capture recommendations from the Board. This was the first of five recommendations, and a Board member requested to hear the other four recommendations. The second was to schedule four meetings in 2015 rather than three, and then look at a subset that would be to have the first meeting in Washington, DC and the next two at West Point; the third, which she asked for the Superintendent's opinion on, is whether it's important for the Board to have a briefing on disciplinary issues during a closed session; fourth would be on the metrics; and fifth would be putting on the future agenda the questions of how the Board addresses the value of USMA to the country and how the Board should assess or support those ideas. The members of the Board discussed Ms. Fulton's recommendations and requested input from the Superintendent prior to making any decisions on the recommendations before the Board. The Board members debated Ms. Fulton's recommendations at length and then recommended that two dates for the next two meetings be proposed at the next meeting, in March. The motion was seconded and approved.

Congressman Shimkus provided the closing remarks to the Board of Visitors meeting by announcing that he had been honored to be Chair of the USMA Board of Visitors in 2014, however he had decided he would likely not return to the Board of Visitors. He stated he appreciated what the Academy does for the Nation and looked forward to assisting the Academy if asked to do so, and finally, entertained a motion to adjourn. The motioned was seconded and was unanimously passed.

9. REMAINING BOARD BUSINESS. None.

10. ADJOURNMENT. There being no further comments, Congressman Shimkus adjourned the meeting at 1645. This concluded the 3 December 2014 Fall Meeting of the USMA Board of Visitors.

Certified by:



CONGRESSMAN JOHN SHIMKUS
Chairman
USMA Board of Visitors



DEADRA GHOSTLAW
Designated Federal Officer,
USMA Board of Visitors

Appendix:
Attendance Roster

ATTENDANCE ROSTER

Congressional Members:

Senator Kirsten Gillibrand	Arrived 1345	Departs 1443
Senator Richard Burr	Arrived 1353	Departs 1500-Votes
Congressman Steve Israel	Arrived 1349	Departs 1444-votes
Congressman Mike Conaway		Departs 1444-votes
Congressman John Shimkus		Departs 1444-votes
Congressman Steve Womack		Departs 1444-votes
Congresswoman Loretta Sanchez	Arrived 1339	Departs 1444-votes

Returned from Voting:

Congressman John Shimkus	Returned 1526
Congressman Mike Conaway	Returned 1551

Presidential Appointees:

HON Bob Archuleta
Ms. Brenda Fulton
Mr. Travis Morrison
Ms. Liz McNally
Mr. Ethan Epstein

*NOTE: From 1500 until the return of Congressman Shimkus at 1526, no quorum exists, but discussion continued; the announcement of a quorum being present was made after Congressman Conaway returned at 1551.

The following members were absent:

Senator Mary Landrieu
Mr. Patrick Murphy

Other attendees:

Congresswoman Ann Wagner – Missouri (1355-1605)
Mr. Anthony Stamilio, Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)) for Civilian Personnel and Quality of Life
MAJ Tracy Michael, OCLL
MAJ Matthew Kelly, SAFM-BUL

USMA command and staff members in attendance:

LTG Robert L. Caslen, Jr., Superintendent of the United States Military Academy
COL Wayne A. Green, USMA Chief of Staff
LTC Jeffrey Powell, Superintendent's XO
MAJ Andrew Marsh, Superintendent's Aide de Camp
Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff and DFO
Mr. Jeffrey Reynolds, DSI Executive Officer, Alternate DFO
Ms. Jennifer Clark, USMA G5, Manpower
Mr. Joshua Pomeroy, Special Projects Officer, SGS
BG John Thomson III, Commandant of Cadets
BG Timothy Trainor, Dean of the Academic Board
Ms. Laurie Barone, Sexual Assault Response Coordinator
LTC Timothy Viles, Directorate of Admissions
COL Landy Dunham, Commander, US Army Garrison-West Point

COL James Robinette, Staff Judge Advocate
Dr. Donald Outing, Chief Diversity Officer
COL Nick Mauldin, Directorate of Intercollegiate Athletics
Mr. Charles Thompson, Plans, Training, Mobilization and Security (A/V Support)
Mr. Scott Blair, Plans, Training, Mobilization, and Security (A/V Support)

Legislative Assistants:

Ms. Moran Banai – Senator Gillibrand
Mr. Robert Palladino – Senator Gillibrand
Mr. Tucker Brooks – Senator Burr
Mr. Will Harriss – Senator Landrieu
Ms. Adrielle Churchill – Rep Womack
Mr. Jim Goldenstein – Rep Shimkus
Ms. Annie Yea – Rep Sanchez
Ms. Jessica Schwartz – Rep Israel
Mr. Matthew Russell – Rep Conaway
CPT John Weibeld – Senator Burr

Members of the Public:

Mr. Greg Matthieson
Ms. Priscilla (Pat) Locke
Ms. Toyin Rose
Mr. James Williams



UNITED STATES MILITARY ACADEMY
WEST POINT.

3 December 2014



UNITED STATES MILITARY ACADEMY
WEST POINT.

United States Military Academy Board of Visitors Meeting

**3 December 2014
1330-1630**



CALL TO ORDER

3



REMARKS

**Superintendent
United States Military Academy**

4



REMARKS

Secretary of the Army Representative

5



BOARD BUSINESS

Administrative Remarks Roll Call

6



2014 Organizational Meeting in Session

- USMA Update 1330 – 1500
 - Key Events since Last BoV
 - January 2014 Football Recruiting Visit Update
 - SHARP Program Update
 - Revision of the USMA Strategic Plan and Accreditation Update
 - Admissions Update
 - Branching Update
 - Infrastructure Update
- Board Business 1500 – 1600
 - Ms. Fulton Observations of USAFA and proposed future BoV format
- Remaining Board Business 1600 – 1615
- Upcoming Key Events 1615 – 1630
- Adjourn 1630

7



SUPERINTENDENT
United States Military Academy

LTG Robert L. Caslen, Jr.

8



- **Key Events since last BoV**
- **January 2014 Football Recruiting Visit Update**
- **SHARP Program Update**
- **Revision of the USMA Strategic Plan and Accreditation Update**
- **Admissions Update**
- **Branching Update**
- **Infrastructure Update**



**To educate, train, and inspire
the Corps of Cadets so that each graduate
is a commissioned leader of character
committed to the values of
Duty, Honor, Country
and prepared for a career of professional
excellence and service to the Nation as
an officer in the United States Army.**



**Within an Army in transition,
West Point is the preeminent leader
development and academic institution
whose graduates thrive in tomorrow's
complex security environments,
and are inspired to a lifetime of service to
our Army and the Nation.**

"Inspired to serve."

11



- **Sexual Harassment/Assault/Command Climate.** Develop leaders who lead with command climates of dignity and respect, where everyone on the team feels value added, and feels secure both physically and emotionally. Ensure that climate exists at West Point.
- **Honorable Living.** Develop leaders who live honorably 24/7, who have internalized the values of duty, honor, country, and the values of our Army. Ensure that climate exists here at West Point.
- **Winning Culture.** Develop a culture of excellence and winning in everything we do. We will win honorably, not changing our standards nor who we are.
- **Diversity.** Build and retain a diverse USMA team both within the Corps of Cadets and the Staff and Faculty. Develop and maintain a culture of inclusion among our teammates.
- **Leader Development.** Build the intellectual, military, athletic and character models that develop our graduates to thrive in tomorrow's security environments.
- **New York City.** Continue to build our partnership with New York City.
- **Beat Navy!**

12



- **30-31 JUL 14: Inaugural Army Profession Symposium**
- **28 AUG 14: Strategic Planning Off-Site in NYC**
- **4-5 SEP 14: CSA Four-Star Conference**
- **17-19 SEP 14: 2nd Annual SHARP Summit**
- **28-30 SEP 14: Accreditation Board for Engineering Technology (ABET)**
- **6 OCT 14: Thayer Award – Dr. Condoleezza Rice**
- **21-22 OCT 14: 29th Annual National Conference on Ethics in America**
- **10 NOV 14: Alonzo Cushing Medal of Honor Ceremony**
- **20 NOV 14: Branch Night for First-Class Cadets**
- **27-30 NOV 14: Thanksgiving Holiday**

13



24 January 2014 Football Recruiting Event Update

14



SHARP Program Update

15



*** Focus on Cultural Change across West Point**

Strategic Vision (Embedded into the USMA Strategic Plan)

- Live Honorably and Build Trust
- Depart West Point with the Character, Competence and Commitment required to build and lead resilient teams that thrive in complex security environments



End State

- Develop leaders who create a command climate grounded in dignity and respect where everyone feels valued and lives and works within an environment where they feel secure both physically and emotionally.
- Ensure that climate permeates the corps of cadets so that they can professionally lead in all environments upon commissioning.


Dual Effort: Top Down/Bottom Up

- Engaged Leadership
- Change Culture
- Align SHARP Program with HQDA 5 Lines of Effort (LOEs)

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 UNITED STATES MILITARY ACADEMY WEST POINT.		SHARP Campaign Lines of Effort & Major Initiatives	
<u>Objective</u>		<u>Ways</u>	
	Prevention Mutual respect/trust, professional values, reinforced to create an environment where sexual assault is not tolerated.	<ul style="list-style-type: none"> • CASH/A • Revision for annual and cyclical training • SHARP Summit • "It's On Us" Campaign • Gettysburg Professional Development • Positive Consent Campaign • Bystander Intervention 	
	Investigation Investigative resources yield timely and accurate results.	<ul style="list-style-type: none"> • Collaborative Effort • Highly Trained and Specialized 	
	Accountability Perpetrators and the Chain of Command are held appropriately accountable.	<ul style="list-style-type: none"> • Individual • Group • Institution 	
	Advocacy Quality services, support to instill confidence, inspire victims to report, restore resilience.	<ul style="list-style-type: none"> • Trained Personnel • Community Effort • Monthly Sexual Assault Review Board (SARB) • Quarterly Sexual Assault Response Training (SART) 	
	Assessment Meaningful, and accurate, systems of measurement and evaluation.	<ul style="list-style-type: none"> • Continuous • Command Climate Surveys to include sports teams • Town Hall Meetings • Sensing Sessions 	

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**UNITED STATES MILITARY ACADEMY
WEST POINT.**

Cadets Against Sexual Harassment / Assault

Mission: To inspire the Corps of Cadets in taking a proactive role in eliminating sexual harassment and assault from the military profession through service, education, and dedication to a culture of bystander intervention.

Goals:

- Eliminate sexual harassment and assault from the Corps of Cadets
- Support and develop command climates that foster respect
- Motivate and support a culture of bystander intervention
- Provide education and resources to the Corps concerning sexual harassment and assault



WEST POINT
United States Military Academy
C.A.S.H / A
Intervention Starts at the Lowest Level

AY 15-1 Prevention Focus Points

- 54 cadets complete 80-hour DA SHARP course
- Sep: Role of each class, definitions of SH/SA
- Medical/Psychological effects
- Oct: "It's On Us" campaign focus
- Nov: Bystander Intervention, Consent
- Dec: Semester recap (Assessment)

AY 15-2 Prevention Focus Points

- Jan: Command Climate - TAC Team involvement
- Feb: Gender Roles - Myths and stigmas
- Mar: The Hook Up Culture
- Apr: Sexual Assault Awareness Month
- May: AAR and Next Year (Assessment)

****Training is focused by class year to avoid repetition.**

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SHARP Summit Outcomes (18-19 Sep)

- Introduce “It’s On Us” Campaign
- All Service Academies present and shared best practices
- Integrate SHARP training into the PME2 training plan
- Assess the feasibility of a AY cadet counselor program modeled off of Cadet Basic Training
- Assess need for and identify location for centralized SHARP services
- Review/Update internet policies/protocols to ensure professional use
- Assess integration of SHARP discussion into AY core curriculum
- Bystander Intervention: See Something, Say Something; Enforce Standards, Don’t Tolerate

* BOV Involvement

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“IT’S ON US” CAMPAIGN

- 2 Key Initiatives:
 - Consent Campaign
 - Healthy Masculinity (Indiana U.)
- Integrate into CASH/A training
- Poster development, distribution, and display
- Air Force Game Events
- Pledge online
- Brigade Video for inclusion at AF game and USCC homepage
- Pointer View Articles

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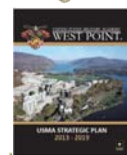
Revision of the USMA Strategic Plan LTG Robert L. Caslen, Jr.

Accreditation Update
BG Timothy E. Trainor
Dean of the Academic Board

21



Strategic Planning and Assessment



*Previous
Strategic Plan*



*Transition
Team Report*

*Senior Leader
Off Site*

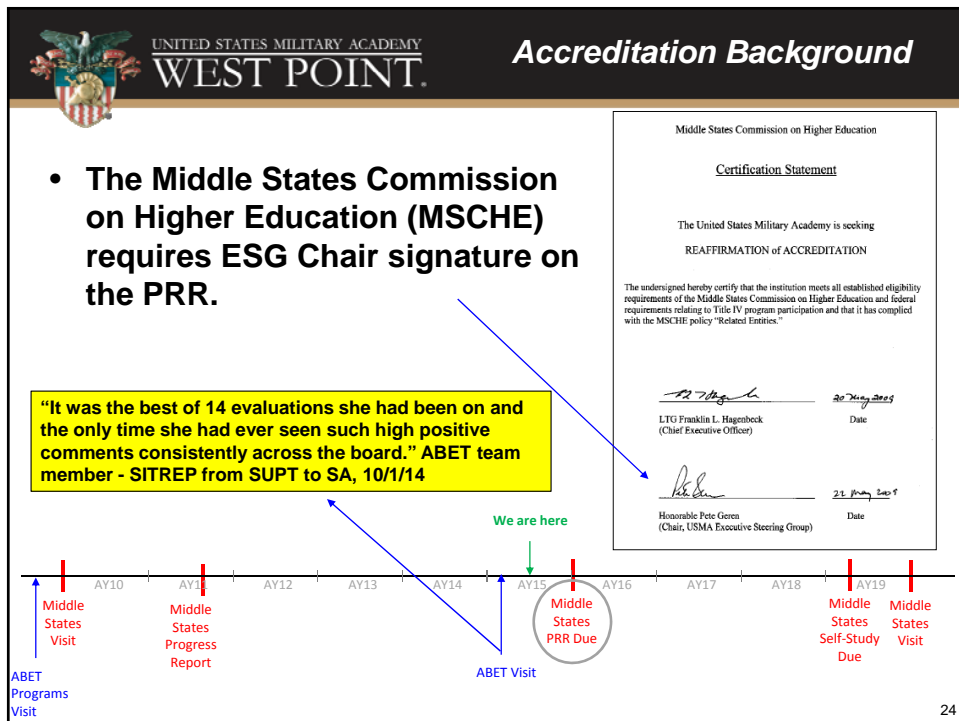
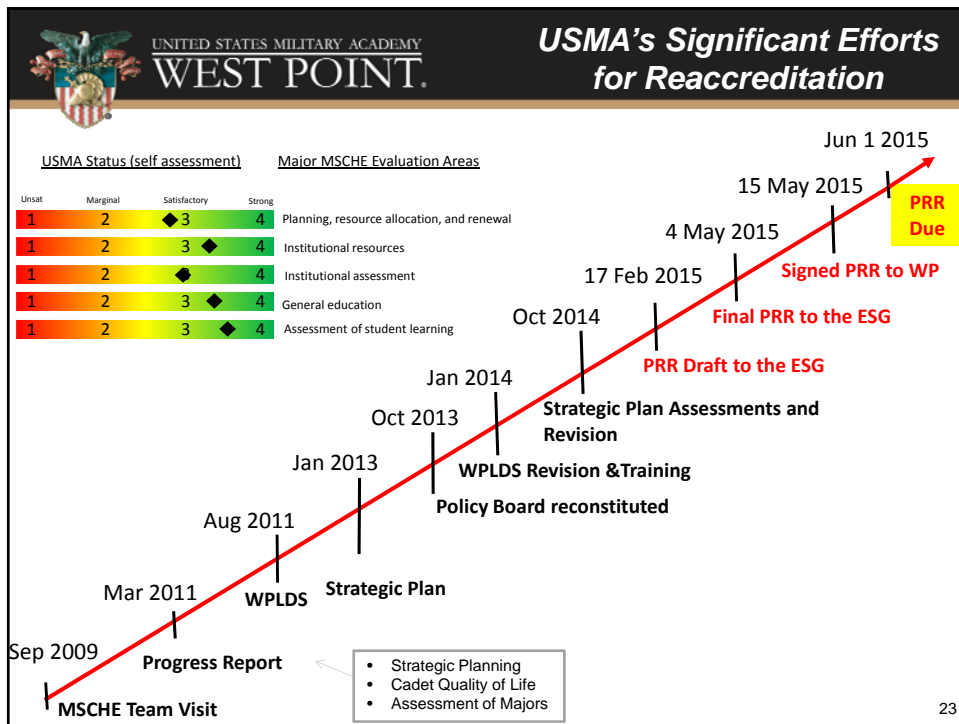


Strategic Plan Assessment					Actions
Cadet Honor Code					Honorable Living, Character Dev Strategy
1	2	3	4		
Respect					CASH-A, NCEA, Character Dev Strategy
1	2	3	4		
Diversity in Corps of Cadets					Admissions Model, Goals, Diversity Strategy
1	2	3	4		
Collaborations and Partnerships					Army Cyber Institute, NYC, Research Support Cell
1	2	3	4		
Staff and Faculty Development					Dedicated Funds, Conferences ILE Opportunities/Pilot, FA47 OE
1	2	3	4		
Not Achieved Marginal Satisfactory Strong					
2013 Assessment					2014 Assessment

2015-2021 Strategic Plan

- Develop the United States Corps of Cadets
- Inspire to Live Honorably and Build Trust
- Develop Exceptional Intellectual Capacity
- Sustain Professional Excellence and Develop Culture of Winning
- Leverage Diversity and Foster Inclusiveness
- Build Effective Stewardship and Shared Governance
- Attract, Recruit, Retain, and Develop a High Quality Staff and Faculty 22







Class of 2019 Admissions Update

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Class of 2019 Admissions Update

Classes 2015-2019 Comparison*					
	2019	2018	2017	2016	2015
Files	13,441	13,583	13,570	13,476	12,574
Women	4,107	3,034	2,732	2,742	2,466
Afr-American	1,659	1,373	1,481	1,520	1,327
Hispanic	1,457	1,328	1,436	1,353	1,311
Athletes	726	576	775	874	876
Scholars	1,801	1,920	1,470	1,381	1,415

- Flat trend in open files
- Increasing Trends in:
 - Women +35%
 - Blacks +21%
 - Hispanics +10%

- Anticipate 1232 Class size
- Continue emphasis on increasing diversity and talent across all domains

- Deadline Admissions
- Majority of offers to be tendered in Jan/Feb 2015

*Initial Class Data as of the last week of November for each class cycle

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Branching Update

BG John C. Thomson, III
Commandant of Cadets

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USMA Talent-Based Branching Program

Step 1:

Branches specify their unique talent priorities

Example:

Infantry Talent Priorities

1. Physically Fit
2. Problem Solver
3. Innovative
4. Multi-tasker
5. Mentally Tough
6. Tactile / Kinesthetic

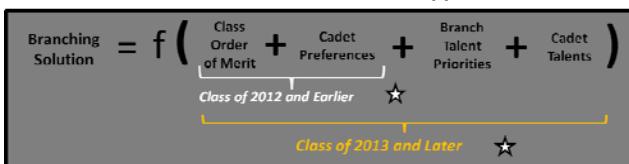
Step 2:

Cadets learn about the branches and their own talent strengths

Branch Education and Mentorship

USMA employs a 4 year program to enhance cadet understanding of the branches and their own talent strengths.

Transition to the Talent-Based Approach



★ BRADSO: Cadets receive branch of choice in exchange for a 3-year service obligation.

Step 3:

Determine cadet talent strengths and best fit branches

Talent Assessments

The Academy and cadets determine talent strengths and best fit branches by integrating multiple assessments:

- COMPASS Assessments "Talent Tests"
- Cadet File Assessments
- Tactical Officer Assessments

Branch Scores

Step 4:

Cadets select and are assigned best fit branches

Branch Assignment Process

Cadets initially branched via the traditional Order of Merit method, and then a board assesses the results and makes adjustments to better meet Branch Talent Priorities. Final branching solution is approved by DA G1.

End State:

Align Cadet Talents with Branch Talent Priorities to
Meet the Needs of the Army

28



- Cadet satisfaction remained high and consistent with historical norms:

Branching Method		Top 1	Top 3	Top 5
Legacy	2007-2010	77%	94%	98%
Talent Based	2013-2014	80%	96%	98%
	2015	80%	93%	96%

- USMA selected 15 highly-qualified cadets for Cyber and 10 highly-qualified cadets for EOD
- USMA branched 70% of all cadets into combat arms (620 male; 78 female)
- Impacts of rescinding the 80/20 combat arms rule:
 - Share of females who branched into combat arms rose to 47% (78)
 - Share of males who branched into combat arms fell to 73% (620)
- 40% of cadets changed their top preference during the final year of the branch education and mentoring process
- Racial and gender diversity continues to improve in the combat arms under the new talent-based branching program

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- **USMA is setting conditions to facilitate assignment of female graduates into previously excluded combat positions**
 - Working closely with the Army regarding its development of branch-qualifying gender-neutral physical tests
 - USMA Dept of Physical Education is providing physical training advice to those women interested in participating in a potential Ranger School assessment.
 - Posturing to provide training programs to enable success on the physical tests and within the newly opened positions
 - Ready to adapt branch assignment process to accommodate the policy change

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Infrastructure Update

COL Landy Dunham
Garrison Commander

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MILCON FY13-21 Roll up

- FY13 Cadet Barracks; \$86M (total \$192M)
- FY14 Cadet Barracks; \$42M
- FY15 Cadet Barracks; \$64M
- FY16 "Special Consideration" Cadet Barracks Chiller Plant (CBCP); \$15.5M
- FY17 Waste Water Treatment Plant, \$70M
- FY18 "Insert" Multi Purpose Academic Center (MPAC); \$89M
- FY19 None
- FY20 None
- FY21 Mission #1: Central Area Parking Garage, \$28M
BASOPS #1: Lusk Raw Water Line, \$22M

Note: Mission only allowed to submit 2 projects per MCA cycle, "Insert" counts as one of those projects, MILCON IPT suggest move Parking Garage from BASOPS to MISSION

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Cadet Barracks Upgrade Program (CBUP)

- FY13 - FY21
- 9 existing barracks:
 - Installation Status Report (ISR) rating: **Red (Failing)**
 - 1st Scott Barracks: construction complete
 - 2nd Mac Short: construction complete 11 Nov 2015
 - 3rd Mac Long design complete Jan 2015
 - 4th Pershing 15% design due February 2015
- Continuation of funding critical for program

MacArthur Short Barracks



MacArthur Long Barracks

FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Scott (1938) \$51M	Mac Short (1961) \$49M	Mac Long (1961) \$81M		Eisenhower (1965) \$100M		Bradley (1972) \$145M		Sherman (1962) \$51M
			Pershing (1895) \$52M		Grant (1931) \$48M		Lee (1962) \$38M	

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New Cadet Barracks

Cost: \$183M

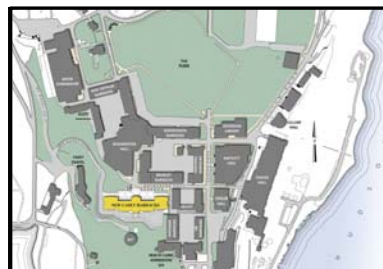
Project Description: houses 650 Cadets, 290,000sf, 5 floors of Cadet rooms (2 Cadets/room with common latrines), collaboration rooms, 1 floor of trunk rooms and storage, plus a basement

Status: 21% complete overall project,

Construction complete: Dec 2016

Achieves:

- Corrects Cadet overcrowding
- Corrects gender equity issues
- Modernizes barracks similar to Army Barracks Upgrade Program (BUP)
- Unit integrity



Site Plan



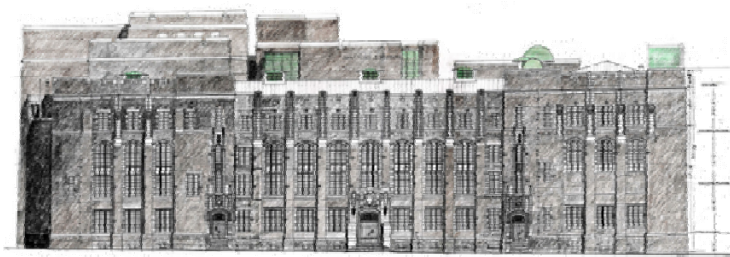
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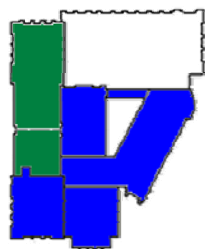
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WEST ELEVATION



■ Phase 2a
■ Phase 2b
Shown
above

Scope: Renovation of the existing Science Building, Bartlett Hall, Bldg 753.

FY: 2011

PA/CWE: \$130/\$119M

Schedule:

Construction: Ph 2a: Feb 2012 - May 2014

Ph 2b: Aug 2014 - Jan 2016

BOD: 29 Apr 2016

Status: % Sch/Act Overall: 77%/80%.

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Observations of USAFA BoV and Proposed Future BoV Format

Ms. Sue Fulton

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- USAFA Board has more discussion and fewer slides. Smaller room enables freer discussion.
- Standing topics and standard structure make meetings more efficient.
- Chair manages an “Issues Tracker” that identifies old and new issues, and whether/how they are resolved.
- The Board meeting includes a regularly scheduled session to brief disciplinary issues – closed due to privacy laws. This allows members to have full information and avoid being “blindsided” by incidents that reach the press.
- Staff use select performance metrics from AFI 36-3502 to report on areas of interest.

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First, we need to agree overall areas of Board interest:

- Is USMA fulfilling its mission to deliver a diverse group of capable, honorable, motivated junior officers to the US Army?
- Other missions/value that USMA offers:
 - **NEEDS DEFINITION.** Possible topic of Board discussion.
 - Center of Excellence in leadership?
Warfighting? Honorable living? Cyber warfare?
 - How can BOV contribute to developing, understanding, and communicating the value of USMA to the nation?

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Proposed “Battle Rhythm”

Even Yrs	Location	Focus
Jan-Mar	DC	Honor/Character
Summer	West Point	Diversity (Admission & Graduation stats) <i>Observe military training</i>
Fall	DC	Academic Curriculum/Branches & Majors

Odd Yrs	Location	Focus
Jan-Mar	DC	Honor/Character
Summer	West Point	Diversity (Admission & Graduation stats) <i>Observe military training</i>
Sept-Oct	West Point	Academic Curriculum <i>Observe classroom instruction</i>
Nov-Dec	DC	Branches & Majors

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Proposed Metrics: Diversity

Admissions	Applications, total and qualified, by select group Admissions by select group	Summer
Graduation	Attrition by year, by select group Attrition by category, by select group Graduates by select group	Summer
USMAPS	USMAPS admissions by select group USMA entrance rate of USMAPS grads by select group USMAPS grad attrition by year, by category, by select group	Summer
Staff & Faculty	Faculty, by civilian/uniformed military, by select group Commandant Staff, by dept, by select group	Summer

*“Select groups” are women, AA, Latino, AAPI, veterans, recruited athletes.
All metrics would include current year and past four years.*

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Proposed Metrics: Character

Honor	Honor cases , by class Honor probation outcomes	Q1 Q1
Sexual Assault	Cadets reporting sexual assault, by class, by restricted/unrestricted report Cadets accused of sexual assault, by class, by restricted/unrestricted report	Q1 Q1
Climate	Select Climate Survey results: Cadets Select Climate Survey results: Staff & faculty <i>Any topics revealing of diversity issues or issues pertaining to subcultures should be reported</i>	TBD TBD
Incidents and Disciplinary Action	Significant incidents reported and disciplinary action	Qtrly

*"Select groups" are women, AA, Latino, AAPI, veterans, recruited athletes.
All metrics would include current year and past four years.*

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Proposed Metrics: Education and Training

Majors	Majors, total and by select group	Fall
Branch Choices	Branch choices, by select group; show lowest-rank of selector	Fall
Graduate Performance	TBD: <i>How does Dept of the Army assess graduate performance? Five-year retention? Selection for company command?</i>	TBD
Scholarships & Awards	National and international scholastic achievements by cadets	TBD
Center of Excellence	Hosted cadet-attended conferences/events in identified areas of Excellence (e.g., diversity, leadership, SHARP)	Q1

*"Select groups" are women, AA, Latino, AAPI, veterans, recruited athletes.
All metrics would include current year and past four years.*

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BOARD BUSINESS

Remaining Issues

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Key Upcoming Events

• Corps Holiday Dinner	04 DEC 14
• Army-Navy Football in Baltimore	13 DEC 14
• ESG	15 DEC 14
• 500 th Night Weekend	17 JAN 15
• RMC Weekend & Boy Scout Winter Weekend	23-25 JAN 15
• Yearling Winter Weekend	6-8 FEB 15
• 100 th Night Weekend	20-22 FEB 15
• Plebe Parent Weekend	13-15 MAR 15
• 2015 Diversity Leadership Conference	6-8 APR 15
• Sandhurst Competition	10-11 APR 15
• West Point Day in Albany	15 APR 15
• Conference of Service Academy Superintendents	15-17 APR 15
• West Point Day at Fort Hamilton	18 APR 15
• Board of Living Superintendents	21-23 APR 15
• Special Olympics	25 APR 15
• USMAPS Graduation Week	11-15 MAY 15
• USMA Graduation Week Activities	18-23 MAY 15
• USMA Graduation	23 MAY 15

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ADJOURN



USMA BOARD OF VISITORS 2014 ATTENDANCE REPORT

BoV Member	Organizational 2014	Summer 2014	Annual 2014
Landrieu, SEN Mary	Absent	Absent	Absent
Burr, SEN Richard	Absent	Absent	Present
Shimkus, REP John	Present	Present	Present
Womack, REP Steve	Present	Present	Present
Conaway, REP Mike	Present	Present	Present
Israel, REP Steve	Absent	Absent	Present
Sanchez, REP Loretta	Absent	Present	Present
Archuleta, Mr. Bob	Present	Present	Present
Fulton, Ms. Sue	Present	Present	Present
McNally, Ms. Elizabeth	Present	Present	Present
Murphy, Mr. Patrick	Present	Present	Absent
Schwartz, MG Errol	Present	Present	N/A
Morrison, Mr. Travis	Present	Absent	Present
Epstein, Mr. Ethan	N/A	N/A	Present

*NOTE: MG Errol Schwartz' term expired as of July and Mr. Ethan Epstein was appointed in his slot.

BoV Attendance in 2014
Attended all meetings held:
Congressman John Shimkus
Congressman Steve Womack
Congressman Mike Conaway
Mr. Bob Archuleta
Ms. Sue Fulton
Ms. Elizabeth McNally
Mr. Travis Morrison
Missed 1 Meeting:
Congresswoman Loretta Sanchez
Mr. Patrick Murphy
Missed 2 Meetings:
Senator Richard Burr
Congressman Steve Israel
Missed All Meetings:
Senator Mary Landrieu

**MATERIALS FURNISHED TO
THE 2014 BOARD OF VISITORS**

ORGANIZATIONAL MEETING

Materials:

Agenda
Briefing Slides

SUMMER MEETING

Materials:

Agenda
Meeting Slides
Tri-Fold Handout: "Imagine Yourself at West Point"
Tri-Fold Handout: "Leaders Start Here"

ANNUAL MEETING

Materials:

Agenda
Meeting Slides
Renewed Charter, dated November 16, 2014
Executive Summary - Football Recruiting Incident, Which Occurred on January
25, 2014

BoV Mission Statement: To inquire into the morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

BoV Areas of Inquiry, 2014

Morale and Discipline

- Character Development Strategy (March 2014)
- “It’s On Us” Campaign (December 2014)

Physical Equipment

- Cadet Barracks Update (March 2014, December 2014)
- Waste Water Treatment Plant (March 2014, December 2014)
- Infrastructure and MILCON Updates (December 2014)

Academics and Instruction

- Creation of the Army Cyber Institute (July 2014)
- Sexual Harassment and Assault Response Program (SHARP) Military Individual Advanced Development (MIAD) training (July 2014)
- Accreditation requirements for Middle States Commission on Higher Education (MSCHE) and ABET (July 2014, December 2014)
- Periodic Review Report for MSCHE Re-accreditation (December 2014)
- Prevention of Sexual Harassment and Assault taught through the Simon Center for the Professional Military Ethics (SCPME)

Fiscal Affairs

- Spending Reductions in Upcoming Fiscal Years (July 2014)

Other Matters

- SHARP and CASH/A (Cadets Against Sexual Harassment and Assault) Program Initiatives and Updates (March 2014, July 2014 and December 2014)
- Class Composition Update (March 2014)
- Class of 2018 Demographics Update (July 2014)
- Demographics of the Incoming Class of 2019 (December 2014)
- Army Rugby Team (March 2014)
- New York City Engagement Strategy
- Demographics of Brigade Tactical Department
- Athletic Department Recruiting Visits for Recruited Athletes (December 2014)
- Active Recruitment of Athletes and the Recruiting Tool used by USMA (December 2014)
- Branching for First Class (Senior) Cadets (December 2014)
- Revision of Operations for the USMA Board of Visitors

AN EXTRACT OF THE UNITED STATES CODE

Sec. 4355. Board of Visitors

- (a) A Board of Visitors to the Academy is constituted annually of:
 - (1) the chairman of the Committee on Armed Services of the Senate, or his designee;
 - (2) three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate;
 - (3) the chairman of the Committee on Armed Services of the House of Representatives, or his designee;
 - (4) four other members of the House of Representatives designated by the Speaker of the House of Representatives, two of whom are members of the Committee on Appropriations of the House of Representatives; and
 - (5) six persons designated by the President.
- (b) The persons designated by the President serve for three years each except that any member whose term of office has expired shall continue to serve until his successor is appointed. The President shall designate two persons each year to succeed the members whose terms expire that year.
- (c) If a member of the Board dies or resigns, a successor shall be designated for the unexpired portion of the term by the official who designated the member.
- (d) The Board shall visit the Academy annually. With the approval of the Secretary of the Army, the Board or its members may make other visits to the Academy in connection with the duties of the Board or to consult with the Superintendent of the Academy.
- (e) The Board shall inquire into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.
- (f) Within 60 days after its annual visit, the Board shall submit a written report to the President of its action, and of its views and recommendations pertaining to the Academy. Any report of a visit, other than the annual visit, shall, if approved by a majority of the members of the Board, be submitted to the President within 60 days after the approval.
- (g) Upon approval by the Secretary, the Board may call in advisers for consultation.
- (h) While performing his duties, each member of the Board and each adviser shall be reimbursed under Government travel regulations for his travel expenses.

Charter
United States Military Academy Board of Visitors

1. Committee's Official Designation: The Committee will be known as the United States Military Academy Board of Visitors ("the Board").
2. Authority: The Secretary of Defense, pursuant to 10 U.S.C. § 4355 and in accordance with the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended) and 41 C.F.R. § 102-3.50(a), established this Board.
3. Objectives and Scope of Activities: The Board provides independent advice and recommendations on matters relating to the United States Military Academy ("the Academy"), as set out below in paragraph four below.
4. Description of Duties: The Board shall provide independent advice and recommendations to the President of the United States on morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and any other matters relating to the Academy that the Board decides to consider. (10 U.S.C. § 4355(e))

The Board shall visit the Academy annually. With the approval of the Secretary of the Army, the Board or its members may make other visits to the Academy in connection with the duties of the Board or to consult with the Superintendent of the Academy. The Board shall submit a written report to the President within 60 days after its annual visit to the Academy, to include the Board's views and recommendations pertaining to the Academy. Any report of a visit, other than the annual visit, shall, if approved by a majority of the members of the Board, be submitted to the President within 60 days after the approval. (10 U.S.C. § 4355(d) and (f))

5. Agency or Official to Whom the Committee Reports: The Board shall report to the President of the United States. The Secretary of the Army, in accordance with Department of Defense (DoD) policies/procedures, may act upon the Board's advice and recommendations.
6. Support: The DoD, through the Department of the Army and the Superintendent of the Academy, provides the necessary support for the performance of the Board's functions and ensures compliance with the requirements of the FACA, the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b, as amended) ("the Sunshine Act"), governing Federal statutes and regulations, and established DoD policies and procedures.
7. Estimated Annual Operating Costs and Staff Years: The estimated annual operating cost, to include travel, meetings, and contract support, is approximately \$78,000.00. The estimated annual personnel cost to the DoD is 0.5 full-time equivalents.
8. Designated Federal Officer: The Board's Designated Federal Officer (DFO), pursuant to DoD policy, shall be a full-time or permanent part-time DoD employee appointed in accordance with governing DoD policies and procedures.

The Board's DFO is required to be in attendance at all meetings of the Board and any of its subcommittees for the entire duration of each and every meeting. However, in the absence of the Board's DFO, a properly approved Alternate DFO, duly appointed to the Board according to established DoD policies and procedures, shall attend the entire duration of the Board or any subcommittee meeting.

Charter
United States Military Academy Board of Visitors

The DFO, or the Alternate DFO, shall call all meetings of the Board and its subcommittees; prepare and approve all meeting agendas; and adjourn any meeting when the DFO, or the Alternate DFO, determines adjournment to be in the public interest or required by governing regulations or DoD policies and procedures.

9. Estimated Number and Frequency of Meetings: The Board shall meet at the call of the Board's DFO, in consultation with the Board's Chair. The estimated number of Board meetings is three per year.
10. Duration: The need for this advisory function is on a continuing basis; however, this charter is subject to renewal every two years.
11. Termination: The Board shall terminate upon rescission of 10 U.S.C. § 4355.
12. Membership and Designation: The Board, pursuant to 10 U.S.C. § 4355, shall be constituted annually and composed of 15 members. The Board membership shall include:
 - a. The Chair of the Senate Committee on Armed Services, or designee;
 - b. Three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Senate Committee on Appropriations;
 - c. The Chair of the House Committee on Armed Services, or designee;
 - d. Four other members of the House of Representatives designated by the Speaker of the House of Representatives, two of whom are members of the House Committee on Appropriations; and
 - e. Six persons designated by the President.

Board members designated by the President shall serve for three years each, except that any member whose term of office has expired shall continue to serve until a successor is appointed. The President shall designate two persons each year to succeed the members whose terms expire that year.

If a member of the Board dies or resigns, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

The Board members shall select the Chair from the total membership.

Board members who are full-time or permanent part-time Federal officers or employees shall be appointed pursuant to 41 C.F.R. § 102-3.130(a) to serve as regular government employee (RGE) members. Board members, who are not full-time or permanent part-time Federal officers or employees, shall be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as special government employee (SGE) members.

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With the exception of reimbursement of official Board- related travel and per diem, Board members shall serve without compensation.

The Board may, pursuant to 10 U.S.C. § 4355(g) and upon approval by the Secretary of the Army, call in advisers for consultation. These advisers shall, with the exception of reimbursement for official Board-related travel and per diem, serve without compensation.

13. **Subcommittees:** The DoD, when necessary and consistent with the Board's mission and DoD policies and procedures, may establish subcommittees, task forces, or working groups to support the Board. Establishment of subcommittees will be based upon a written determination, to include terms of reference, by the Secretary of Defense, the Deputy Secretary of Defense, or the Secretary of the Army, as the Board's sponsor.

Such subcommittees shall not work independently of the Board and shall report all of their recommendations and advice solely to the Board for full and open deliberation and discussion. Subcommittees, task forces, or working groups have no authority to make decisions and recommendations, verbally or in writing, on behalf of the Board. No subcommittee or its members may update or report, verbally or in writing, on behalf of the Board, directly to the DoD or to any Federal officer or employee.

The Secretary of Defense or the Deputy Secretary of Defense will appoint subcommittee members to a term of service of one-to-four years, with annual renewals, even if the member in question is already a member of the Board. Subcommittee members shall not serve more than two consecutive terms of service unless authorized by the Secretary of Defense or the Deputy Secretary of Defense.

Subcommittee members, if not full-time or permanent part-time Federal officers or employees, shall be appointed as experts or consultants pursuant to 5 U.S.C. §3109 to serve as SGE members. Subcommittee members who are full-time or permanent part-time Federal officers or employees will serve as RGE members pursuant to 41 C.F.R. § 102-3.130(a). With the exception of reimbursement of official Board-related travel and per diem, subcommittee members shall serve without compensation.

All subcommittees operate under the provisions of FACA, the Sunshine Act, governing Federal statutes and regulations, and established DoD policies and procedures.

14. **Recordkeeping:** The records of the Board and its subcommittees shall be handled according to section 2, General Records Schedule 26, and governing DoD policies and procedures. These records will be available for public inspection and copying, subject to the Freedom of Information Act of 1966 (5 U.S.C. § 552, as amended).

15. **Filing Date:** November 16, 2014