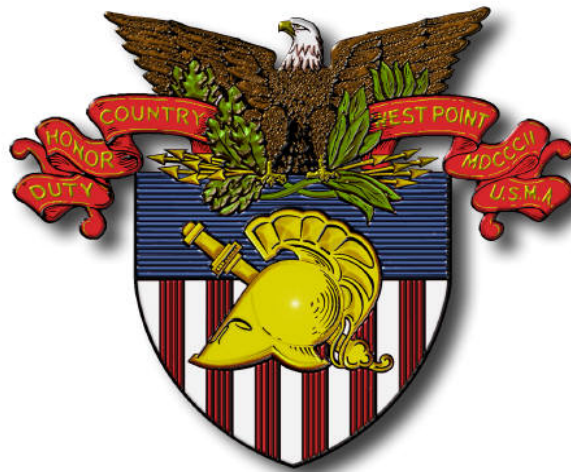


2015

ANNUAL REPORT

UNITED STATES MILITARY ACADEMY

BOARD OF VISITORS



JANUARY 16, 2016

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PRESIDENT OF THE UNITED STATES

**REPORT OF THE 2015 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**

Christopher Murphy, Connecticut (SAC)  
Richard Burr, North Carolina (SASC)  
Joni Ernst, Iowa (SASC)  
Kirsten Gillibrand, New York (SASC)

**U.S. Representatives**

Steve Womack, Arkansas (HAC)  
Mike Conaway, Texas (HASC)  
Steven Israel, New York (HAC)  
Loretta Sanchez, California (HASC)  
Mike Pompeo, Kansas

**Presidential Appointees**

Ms. Elizabeth McNally, 2B Chateau Circle, Scarsdale, NY 10583 (Re-appointed October 29, 2013 to serve until December 30, 2015)

Ms. Brenda Sue Fulton, 1501 Ocean Avenue, Unit 2501, Asbury Park, NJ 07712 (Appointed July 18, 2011 to serve until December 30, 2013)

Mr. Patrick J. Murphy, 6414 Radcliffe Street, Bristol, PA 19007 (Re-appointed in October 29, 2013 to serve until December 30, 2015)

Mr. Bob J. Archuleta, 9707 Orange Terrace, Pico Rivera, CA 90660 (Appointed January 14, 2013 to serve until December 30, 2014)

Mr. John T. Morrison, P.O. Box 30, West Plains, MO 65775 (Appointed January 14, 2013 to serve until December 30, 2014; replaced by HON Gerald McGowan)

Mr. Ethan Epstein, 6928 Guadalupe Trail, NW, Los Ranchos, NM 87107 (Appointed August 8, 2014 until December 30, 2016)

Honorable Gerald McGowan, 4903 Rock Spring, Arlington, VA 22207 (appointed July 23, 2015 until December 31, 2017)

**3. DESIGNATED FEDERAL OFFICERS.** Mrs. Deadra K. Ghostlaw serves as Executive Secretary/Designated Federal Officer from April 1, 2013 to present; Mr. Jeffery Reynolds serves as Assistant Designated Federal Officer from September 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 Chair. 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 each of the Reports of the BoV are submitted to the Library of Congress as a matter of public record, and are posted on the USMA website at <http://www.usma.edu/bov/SitePages/Home.aspx>.

**6. CONVENING OF THE BOARD.**

**a. Role of the Board in 2015.** In 2015 the BoV actively pursued its inquiry and oversight mission by convening three times during the year. The organizational meeting was held at West Point, NY on March 30, 2015. The summer meeting was held at West Point, NY on July 19, 2015. The final meeting, designated by the members as the required annual meeting, was held in Washington, DC on November 16, 2015.

**b. The Organizational Meeting of the 2015 Board.** The first meeting of the BoV in 2015 was held on March 30, 2015 at West Point, NY. Attendance at this meeting included two US Representatives and six Presidential Appointees. A quorum, consisting of at least six Board members with one member of Congress, was achieved. The Academy's Superintendent, LTG Robert L. Caslen, Jr. and Academy leadership provided updates on: athletic restructuring; Gift-Funded construction approval process; DoDIG reporting on Gift Funds and GFEBS (General Fund Enterprise Business System) restructuring; Admissions; Military Service Academy Report on Sexual Assault; USMA Strategic Plan/PRR (Periodic Review Report); Character Development Strategy; the academic program's curriculum change; efficacy of the Service Academies; the budget; and future meeting structure. The Board unanimously elected Brenda "Sue" Fulton as Chair of the BoV and Congressman Steve Womack as Vice-Chair. Presidential Appointees were sworn in as Board Members, and the meeting dates for the summer and annual (Fall) meeting were set. The Honorable Debra Wada, Assistant Secretary of the Army for Manpower and Reserve Affairs, attended as the Secretary of the Army's designated representative to the BoV, and addressed the Board, and then remained for the meeting. The summarized meeting minutes can be found on page 9.

**c. The Summer Meeting of the 2015 Board.** The summer meeting of the BoV in 2015 was held on July 19, 2015 at West Point, NY. Attendance at this meeting included two US

Senators, one Representative and six Presidential Appointees. A quorum, consisting of at least six Board members with one member of Congress, was achieved. The Honorable Debra Wada, Assistant Secretary of the Army for Manpower and Reserve Affairs was the designated representative for the Secretary of the Army. She addressed the Board and remained for the meeting. The Board approved the organizational meeting's minutes and LTG Robert L. Caslen, Jr. and the Academy leadership updated the Board on events and issues ongoing at the Academy since the Organizational Meeting: Class of 2019 admissions; Sexual Assault/Sexual Harassment statistics; Sexual Assault Prevention and Response Office Visit; faculty demographic statistics; faculty operational experience update; Cadet Summer Training update; legislative issues; Army West Point Athletic Association with HASC; sole source catering in FY 15 NDAA; and budget. Summarized meeting minutes can be found on page 44.

**d. The Annual Meeting of the 2015 Board.** The annual meeting of the BoV in 2015 was held on November 16, 2015 in Washington, DC. Attendance at this meeting included three US Senators, four Representatives and six Presidential Appointees. A quorum, consisting of at least six Board members with one member of Congress, was achieved, however, all members of Congress departed by 4:20pm and no quorum was then present; since at that time all of the Board business was discussed, the meeting was adjourned. The Honorable Debra Wada, 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 key past and upcoming events and on achievements and accomplishments since the last BoV meeting, and then provided the Board with updates on the following: strategic offsite; accreditation update; Cadet summer training highlights; Class of 2020 Admissions; Class of 2016 branching; intellectual capital and outreach to the Army (faculty operational experience, DA/DoD Research); New York City outreach by Cadets; Barracks construction / renovation; and Sexual Harassment/Assault Response Prevention and Cadets Against Sexual Harassment/Assault Program (SHARP/CASH-A). The date for the organizational meeting of the BoV was set for Monday, April 4, 2016 at West Point.

**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 those inquiries are highlighted below, as well in the BoV approved minutes, briefing slides, and information papers provided in the 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. Further, 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 this important mission superbly as measured by the quality of the young men and women it commissions. In 2015, 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 2015, as further evidence of its superior academic standing, West Point's college ranking among major publications includes *Forbes* first in Public Schools and first in Best Value; *Princeton Review* first in Most Accessible Professors; *US News and World Report* second in Public Liberal Arts College and third in Best Undergrad Engineering Programs.

**(2) New Construction and Renovation of the Barracks, and Academic Facilities at West Point remains a serious concern.** The cadet barracks continue to be overcrowded, however, the new Benjamin O. Davis barracks which is on track for completion in December, 2016, will help alleviate overcrowding. Renovation of MacArthur Short wing was completed, and the wing is now occupied; the award of the contract for the renovation of MacArthur Long was awarded as well and renovations have begun. Renovations on the Bartlett Hall Science Center is in Phase II. Future projects include a Multi-Purpose Academic Center and the Army Cyber Institute's permanent facility. Continued SRM funding for barracks renovation, barracks construction and construction and renovation of academic centers is the chief concern through completion.

**(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. The Sexual Assault Response Coordinator, hired in 2013, accepted another position at Ft Leavenworth, KS. The SHARP Program Manager position was filled in August of 2015. USMA hosted a SHARP Summit in September which was well attended. The Cadet-created team, Cadets Against Sexual Harassment and Assault (CASH/A), continued to raise awareness of this issue within the Corps of Cadets. Its 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. The elimination of Sexual Harassment and Assault among all ranks and genders continues to be the Command's top priority.

**(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 is a process of teaching right from wrong, and then the internalization of the Army values so they become part of a Cadet's character; when Cadets become officers and find themselves in potentially compromising situations, their character development training will allow them to determine right from wrong and then make the most ethical decision (not sure this sounds better). Honorable living and character should be practiced not only at work, but also in day-to-day living, 24/7. Character Development is now embedded in all aspects of the 47-month experience.

**(5) Restructuring of the Army Athletic Association to a 501(C)3 non-federal entity (NFE), named the Army West Point Athletic Association.** This would bring the Military Academy on line with the Naval and Air Force Academies. Furthermore, this would allow USMA's coaches and leadership within the Directorate of Intercollegiate Athletics (ODIA) to earn market rates and raise revenue, and would allow the Coaches' children's attendance in on-post schools. This 501(C)3 entity would be managed by a Board of Directors, run by West Point. The NFE would have an Athletic Director, Deputy Athletic Director, and military oversight by a Colonel.

#### **b. Recommendations to the President**

**(1) Maintain full support and funding to continue renovations of West Point's Barracks and Academic Facilities.** 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. In addition, the Board recommends that the Administration maintains funding for the renovation of existing Academic facilities, such as the Bartlett Hall Science Center, and provide funding for a Multi-Purpose Academic Center and a permanent facility for the Army Cyber Institute.

**(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.

**(3) Continue supporting and funding programs to prevent and eliminate sexual assault and harassment.** The Board recommends the Administration continue supporting and funding programs to prevent sexual assault and harassment, as well as programs that highlight inclusion, diversity, and equal opportunity.

**(4) Support the restructuring of the Army Athletic Association to a 501(C)3 Non-Federal Entity named the Army West Point Athletic Association.** The Board recommends



the Administration support the creation of a 501(C)3 Non-Federal Entity which would: bring the US Military Academy's athletic program in line with the Naval and Air Force Academies; allow the Director and Deputy Director to earn market rates and raise revenue; and allow Coaches' children to attend on-post schools.

2015 UNITED STATES MILITARY ACADEMY  
BOARD OF VISITORS



BRENDA SUE FULTON  
Asbury Park, NJ  
Chair



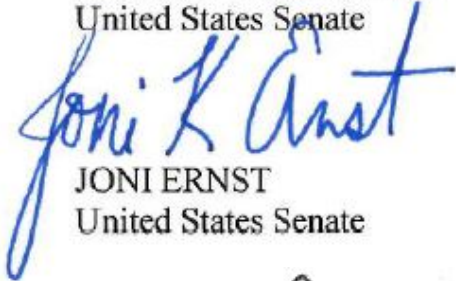
STEVE WOMACK  
United States House of Representatives  
Vice Chair



KIRSTEN GILLIBRAND  
United States Senate




RICHARD BURR  
United States Senate



JONI ERNST  
United States Senate



CHRISTOPHER MURPHY  
United States Senate

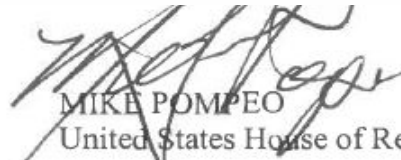


MIKE CONAWAY  
United States House of Representatives



STEVE ISRAEL  
United States House of Representatives

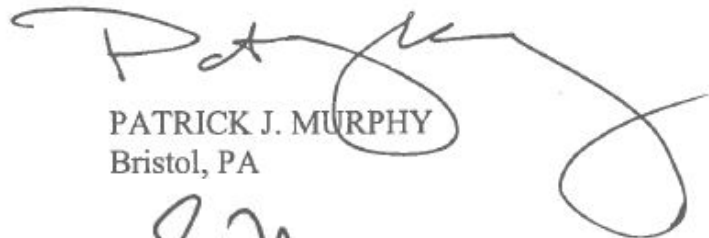
LORETTA SANCHEZ  
United States House of Representatives



MIKE POMPEO  
United States House of Representatives



BOB J. ARCHULETA  
Pico Rivera, CA



PATRICK J. MURPHY  
Bristol, PA



ETHAN EPSTEIN  
Albuquerque, NM



ELIZABETH MCNALLY  
Scarsdale, NY

GERALD MCGOWAN  
Arlington, VA



***BoV Meeting  
West Point, NY  
30 March 2015  
Agenda***

***USMA Update:***

- *Election of 2015 Chair and Vice Chair*
- *Swearing in of Board Members*
- *Proposed meeting dates for 20 July (USMA) and Nov 18 (DC)*

***Agenda items:***

- *Athletic Restructuring (SUPT)*
- *Gift-Funded construction approval process (SUPT)*
- *DoDIG Report on Gift Funds and GFEBS Restructuring (CoS)*
- *Admissions update (DAD)*
- *Military Service Academy Report on Sexual Assault (SUPT)*
- *USMA Strategic Plan/PRR update (SUPT/DEAN)*
- *Character Development Strategy (SUPT)*
- *Curriculum change (Dean)*
- *Efficacy of Service Academies (SUPT/COL Nielsen)*
- *Budget (CoS)*
- *Future Meeting Structure*
- *Remaining Board Business/Adjourn*

MINUTES  
BOARD OF VISITORS ORGANIZATIONAL MEETING  
MARCH 30, 2015  
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 Acting Chair, Ms. Brenda Sue Fulton, called the meeting to order at 1302. She also welcomed new members Senator Joni Ernst (not present) and Congressman Mike Pompeo.

**3. ADMINISTRATIVE ANNOUNCEMENTS.** Meeting packages included the agenda and briefing slides, 2013-2014 Department of Defense Annual Report on Sexual Harassment and Violence at the Military Service Academies, Character Development Strategy, Efficacy of Service Academies White Paper (Draft), the 2015 USMA Strategic Plan, and "Getting to the Left of SHARP: Lessons Learned from West Point's Efforts to Combat Sexual Harassment and Assault."

**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 Congressman Mike Pompeo and recognized Senator Joni Ernst, who was not present, as the newest Members of the Board of Visitors.

**6. HON WADA'S REMARKS.** The Secretary of the Army's representative, the Honorable Debra Wada, Assistant Secretary of the Army for Manpower and Reserve Affairs, gave brief remarks, and thanked the Board Members for attending the meeting and recognized LTG Caslen for the great work he has been doing at the Academy. She further emphasized how the Department of Defense is facing any number of issues and that the Secretary of the Army recognizes West Point's importance to the future of the Army.

**7. BOARD BUSINESS.** COL Green conducted a roll call, and determined a quorum was present. Ms. Fulton then opened the floor to nominations for the 2015 Board of Visitors Chair. A motion to nominate Ms. Fulton to be the 2015 Chair was made and seconded, then voted on. In a unanimous vote, Ms. Fulton was elected 2015 Chair of the Board of Visitors. Ms. Fulton then opened the floor to nominations for the 2015 Board of Visitors Vice Chair. A motion was made to nominate Mr. Patrick Murphy and seconded, and a motion was made to nominate Congressman Steve Womack and seconded. In a vote of seven to one, Congressman Steve Womack was elected 2015 Vice Chair. The date for the Summer and Annual meetings were discussed and voted on. By unanimous vote, the dates for the Summer meeting was set at July 20, 2015, at West Point, NY and the date for the Fall Annual meeting was set at November 16, 2015, in Washington, DC. The Board of Visitors Annual meeting minutes from December 3,

2014 were approved. Finally, COL Green conducted a swearing in ceremony for the Presidential Appointees on the Board of Visitors.

## **8. OTHER BOARD BUSINESS.**

The Superintendent gave a brief overview of the meeting's agenda and then opened the meeting with a discussion on restructuring the Athletic Department by making it a private 501(C)3 organization. The Naval Academy has operated this way for years and the Air Force Academy switched a few years ago. The reason for this change is the current organization prohibits USMA's coaches and leadership within the Office of the Directorate of Intercollegiate Athletics (ODIA) to earn market rates raise revenue as government employees, and to allow the coaches' children attendance in on-post schools. The proposed legislation would address these and other issues. The first objective would be to create a Non-Federal Entity (501(C)3) – the ODIA which would allow the leadership of West Point, a Federal Entity to have a cooperative agreement with the Athletic Department, a Non-Federal Entity. The second part of the legislation would allow the government to lease property to a Non-Federal Entity, in this case, ODIA (so they can raise revenue and then reinvest it into the athletic program). The third objective addresses ODIA's coaches; the coaches would be contractors, and their dependents that are non-military would have the authority to attend on-post schools. The fourth objective is that the US Government, or West Point in this case, would have the authority to manage the Non-Federal Entity and would manage it through a Board of Directors. The last objective would give the Athletic Director and coaches the ability to earn market-rate salaries. The Non-Federal Entity would have the Athletic Director as the head, and the Deputy Athletic Director would be a senior Colonel, who would have oversight of the military employees and over appropriated and non-appropriated government employees and funds. The Deputy Athletic Director would report directly to the Superintendent, and the Superintendent's oversight would be through an Army Athletic Association Board of Directors. The Board of Directors would include the Dean, the Commandant, the Director of Admissions, and other senior USMA leaders, appointed by the Superintendent. There is currently a proposal that is working its way through the Department of the Army (DA), then through the Department of Defense (DoD) and is currently with the Office of Management and Budget (OMB). Further, several members of the Senate Armed Services Committee (SASC) have been briefed and understand the restructuring. The SASC would like to consider this for the next National Defense Authorization Act (NDAA) legislation.

The next issue discussed was the DoD Inspector General (DoDIG) report on Gift Funds and the use of the General Funds Enterprise Business System (GFEBS) restructuring. GFEBS is a DoD and Congress-directed accounting system for Army funds, instituted in 2012. In the past, gift funds that were donated were accounted for in a stand-alone system and had not been integrated into GFEBS. The DoDIG report on Gift Funds required that USMA convert from the stand-alone system to GFEBS by July 31, 2015 for gift fund accounting. The DoDIG report further noted that the stand-alone system did not give the oversight, nor the transparency needed and so directed the conversion. Writing and implementing the code in such a way to make the current gift funds accounting system compatible with GFEBS has been a challenge and is not an easy effort to accomplish. DA is providing a lot of support, which is aggressive and very well-funded, and it is anticipated the conversion will be completed by July 31, 2015.

LTG Caslen then discussed the issue of gift-funded construction, such as gift funds that were used to build coaches' houses. In the past, the approval process for gift-funded construction went through the Secretary of the Army for approval. A question was raised by the SASC that approval for this type of construction would go through Congress for Congressional oversight and Congressional approval which caught USMA leadership by surprise. In discussions with

DA and DoD a program was developed that would allow Congress to have that oversight. The new process requires a gift-funded construction project to be processed through DA, then through DoD, before it went to Congress for approval, which takes between 6 – 18 months from the time the gift funds are donated for a construction project. The old process, where gift funds donated for construction projects were approved at the DA level took two to six months. Donors are getting frustrated with the length of time it is now taking for the approval process and to begin construction on gift-funded projects they have donated funds for. The examples given for the lengthy new process included the Lacrosse Center and the new Visitors Center, which have not been started due to the length of time it is taking to obtain Congressional approval of gift-funded construction projects. LTG Caslen stated one thing USMA is asking for Congressional support for is to go out-of-cycle and not have to go through this process in conjunction with cyclic sort of demands; if something comes in late, or an opportunity of a donor comes in late, USMA doesn't want to have to wait until the next cycle goes into place, which could add up to an additional year to the time the funds are donated and the project begins.

BOARD Motion/Vote: Mr. Travis Morrison asked if it would be inappropriate for the Board to submit a request to both Chambers of Congress, or would it be out of line, (regarding changing the approval process for gift-funded construction projects). After further discussion between the Board Members, Mr. Patrick Murphy made a motion to express the sense of the Board that they believe this regulatory process should be changed. Mr. Bob Archuleta seconded the motion and it was passed. HON Wada asked for clarification that this is for Morale Welfare and Recreation (MWR) process approval or about a Military Construction (MILCON) approval rate, to help them figure out the problem. It was determined that the section of the DoD Instruction (DoDI) is DoDI 7700.18 and .20, the MWR section, which also applies to privately financed construction.

### **USMA UPDATES.**

COL Deborah McDonald, Director of Admissions briefed the Board Members on the incoming Class of 2019, and a class comparison between the Classes of 2015 and 2019. While the number of applicants remained largely unchanged, there was a significant increase of female applicants opening files (approximately 13 percent) from the Class of 2018 to the Class of 2019. There was a slight increase in Hispanics with open files from the Class of 2018 to the Class of 2019. As of March 24, 2015, 1,136 candidates had been offered admission, with 78 declinations and just under 800 acceptances. There are still 216 Academy Prep School candidates yet to be offered admission, and there are conditional offers that were tendered earlier in the year. May 1<sup>st</sup> is the acceptance or declination deadline, and depending on the declination rate, additional offers may be made as well. Currently, the obligations for the Class of 2019 is about 1,343, however the final class size will be around 1,250. The Directorate of Admissions has seen a 39 percent increase in the number of women who opened files for admission to the Class of 2020. The rise in women applicants could be attributed to the marketing strategy, which changed two years ago. Prior to that, the same marketing brochure was sent to high school men and women; now a different marketing brochure is sent to women and highlights the intramural and club sports women can participate in. The Board Members then inquired as to why Soldiers and Athletes applications have gone down, which COL McDonald explained that with downsizing of the Army, the number of Soldier applicants is going down as well and an "athlete" is a candidate USMA's Athletic Department is recruiting; the number of athlete applicants has gone up, but the percentage appears to be going down. LTG Caslen then briefed the demographics of the officer population in the Army versus the enlisted population as it compares to the American population. While USMA has made strides to

increase the number of minority applicants, it has a way to go to be in line with the American population demographically.

The Military Service Academy (MSA) Report on Sexual Assault for 2013 and 2014 was discussed. This report, overseen by the DoD is for all the service academies, for the academic year June 1, 2013 through May 31, 2014 and was released in February 2015. USMA did a survey in April of 2014, in which 717 women and 3,800 men participated. Unwanted sexual Contact (USC) during the period of the report was 6.5 percent self-reported, or 41-53 female Cadets at West Point received unwanted sexual contact last year; lower than in previous years. Yearlings (sophomores) had the highest rate, at 10.6 percent. For men, USC was about 0.8 percent, which converts to 24-40 male Cadets who were assaulted or had unwanted sexual contact, which remains unchanged from previous years. The MSA report showed data from the Service Academies, for women and men, from 2008, 2010, 2012 and 2014. West Point's USC went down from 10.7 percent in 2012 to 6.5 percent in 2014, a significant drop for women. While the numbers are encouraging, one should never be encouraged until it becomes zero. While USC rates went down, the survey as it related to sexual harassment and sexist behavior was not as encouraging. 55 percent of women who took the survey experienced what they perceived to be sexual harassment behavior, which was higher than in the 2012 survey. With the men, perceived sexual harassment or sexist behavior went up four percent to 12 percent from the 2012 survey. Bystander intervention has gone up as well. Of the four percent who observed a situation where a sexual assault was about to occur, 92 percent of the women, and 91 percent of the men actually intervened. As for ensuring the safety of a sexual assault victim, treating them with dignity and respect, and protecting their privacy, the numbers ranged from 84, 70, and 62 respectively for women, and 80 and 73 percent for men (treatment and protecting privacy respectively). Reprisal is another concern, particularly as it relates to social media sites like Facebook and YikYak.

Another issue that is rising is the issue of "gender avoidance" whereby men are tiptoeing around women because of a fear an action or statement that could be misinterpreted. In order to build a cohesive team, where everyone is valued, respected and feels safe and secure physically and emotionally, gender avoidance cannot be allowed. In order to keep this from happening, there needs to be a change in culture from the time an individual enlists in the Army, or reports to USMA on Reception Day, or the first day in an ROTC scholarship program. LTG Caslen then went over this year's reported incidents of sexual assault. Of the 17 reported incidents, three of the assailants were Plebes (freshmen), which was troubling. He further noted that while there were 41 to 53 unwanted sexual contact incidents and only nine reports, in 2015, there were 17 reported incidents, which indicates individuals have confidence in leadership and the system. The Board Members noted that LTG Caslen should be commended for the job he's done combatting sexual harassment and assault, and ensuring that Cadets learn the meaning of living honorably. LTG Caslen and then Laurie Barone, Sexual Assault Response Coordinator, relayed stories about bystanders that intervened when inappropriate comments or conduct was observed by Cadets. Prevention of sexual assault and harassment is the most important effort in the battle against sexual harassment and sexual assault.

The Strategic Plan and reaccreditation from Middle States Council on Higher Education (MSCHE) was discussed next. Currently, USMA is in the middle of MSCHE reaccreditation, and is due to provide a Periodic Review Report (PRR) at the end of the academic year, which has to be signed by the Secretary of the Army. Part of the PRR was to update USMA's Strategic Plan. The Strategic Plan includes USMA's Mission and Vision, and a set of priorities, then you organize to accomplish your mission and priorities. There are a total of seven strategic goals; LTG Caslen provided detailed information on each of the following goals: The first is to

develop the US Corps of Cadets; the second is living honorably and building trust; the third is to develop exceptional intellectual capability; the fourth goal is professional excellence and developing a culture of winning; the fifth goal understands where we are with diversity and inclusiveness; the sixth is the effect of stewardship and shared governance; and the seventh and last goal is USMA's ability to recruit, retain and develop a high quality staff and faculty.

BG Timothy Trainor, the Dean of the Academic Board, then discussed accreditation and the role of Strategic Planning in reaccreditation. USMA's last accreditation visit by MSCHE was in 2009, and is a 10-year process. MSCHE evaluators came in 2009 and came away and asked USMA to focus on three specific areas they thought needed improvement: Strategic Planning, assessment of learning in USMA's majors programs, and provide a progress report in 18 months, which was done and MSCHE fully accredited USMA for a 10-year cycle. USMA is now at the midpoint and must now submit a Periodic Review Report, or PRR to MSCHE. The PRR shows what USMA has been doing since 2010, when USMA was fully accredited by MSCHE and they want USMA to focus on those three areas in the PRR. The PRR is due to MSCHE by June 1, 2015. BG Trainor went on to outline some of what USMA has done including putting into process USMA's Policy Board and Steering Committee, improved the Executive Steering Group and BoV updates, as well as shared governance committees set up which include the Policy Board Steering Committee, the Civilian Faculty Senate, and the Junior Military Council. Cadet quality of life is being improved with the barracks upgrade program, and adding a new barracks building is a significant improvement. Several programs to assess USMA's majors programs have been put into place. The report has been reviewed by the HON Wada's office, who provided additional recommendations for input as well, and now must be signed by the Secretary of the Army and submitted to MSCHE. LTG Caslen then commended Ms. Elizabeth McNally, a Presidential Appointee to the Board of Visitors, for her advice and recommendations, as she reviewed USMA's Strategic Plan and went over it with the group who put it together.

LTG Caslen then introduced COL Scott Halstead, Director of the Simon Center for the Professional Military Ethic (SCPME), who discussed the West Point Character Development Strategy. Trust is the bedrock of the Army profession and that character is a prerequisite for trust. USMA's character development strategy is called "Live Honorably and Build Trust." The Character Development Strategy was approved by the Academic Board on December 17, 2014 and was a collaborative process that brought into account the different perspectives from across West Point, and in some cases, outside of West Point. The Character Development Strategy describes all three levels: the individual Cadet level, the group level, and the Academy level. Character development is unique to each Cadet; some build character in their company area, some in faith-based groups, and some in their sports team. The Emerging Character Program, which is currently in development may be taken to the General Committee on April 29, 2015, and if successful, will go to the Academic Board shortly thereafter. Character is the fourth program all Cadets will learn, and the newest. The other three programs, academic, military and physical have existed for many, many years.

BG Trainor updated the Board on the curricular revision process which the Dean's Office has been working on for more than two years now. Next year's Plebes (Class of 2019) will be under a new curriculum and will apply to them and future classes, but not current classes. The current curriculum had been consistent and constant for about 25 years. An external review team, consisting of university presidents, current general officers, retired general officers and senior executive service civilians, people from think tanks, and other faculty from colleges around the country was asked to look at USMA's current curriculum and look to the future and to the Army of 2020 and beyond, and to provide recommendations for revising the curriculum. After several months, the group came back with some recommendations and the Dean's office started



developing courses of action and then presented the recommended course of action to the Superintendent in November 2014, which he approved and are now working through the implementation planning for the Class of 2019. The military program course, MX400, is being moved from a military instruction course to an academic course. There is a SHARP thread that means in certain courses, SHARP education concepts will be reinforced. LTG Caslen closed this discussion with an example of the difference between understanding the environment and the intellectual outcomes that can be gained from this curriculum revision.

LTG Caslen introduced COL Suzanne Nielsen, from the Department of Social Sciences who discussed the issue of why the Service Academies are necessary for our country. This was a committee put together at the request of General Martin Dempsey, the Chairman of the Joint Chiefs of Staff, of all the Service Academy Superintendents. COL Nielsen was USMA's representative. COL Nielsen explained the following arguments that make the case for the necessity of Service Academies that fall into three categories: First, they are critically important and vital contributors to the session strategies of each service as well as leader development institutions; second is the unique role of the Service Academies with the unique strategies of each service; and third the ability of the Service Academies in a way that is not parallel and other commissioning sources to focus every aspect of a 47-month development experience to develop leaders of character. COL Nielsen provided the Board Members with a draft White Paper titled "Efficacy of Service Academies."

COL Green gave the final update to the Board which included an update on USMA's operational budget and manning situation as it relates to personnel cuts. He discussed operational budget and provided a chart with program objective memorandum for FY 2016-2020, whose numbers are validated requirements. The points he discussed include the USMA budget that is a validated requirement at the Pentagon, the point that FY15 is funded at a level that is a low risk proposition for the Academy. COL Green explained the result of sequestration in FY 2013 and the impact it had on USMA staff and faculty as well as the kinds of missions that could not be done, training that could not be accomplished, etc., If the budget and personnel numbers for FY18 and 19 continue as they are, USMA may be at significant risk and will have to make significant functional recommendations to the Superintendent including dropping the "I" Company, looking at the size of the Corps, significant restructuring of the USMA Prep School, changing electives and relooking at departments, etc. However in April 2014, GEN Odierno, the Chief of Staff of the Army, stated he would only accept a low risk for USMA budget and manning.

**9. REMAINING BOARD BUSINESS.** Ms. Sue Fulton had wished to talk about the battle rhythm for the Board of Visitors and governing the meetings, but due to the length of the meeting, decided to postpone this issue until the July 20 meeting.

**10. ADJOURNMENT.** There being no further comments, Ms. Fulton adjourned the meeting at 4:20pm. This concluded the 30 March 2015 Organizational Meeting of the USMA Board of Visitors.

Certified by:



BRENDA SUE FULTON  
Chair  
USMA Board of Visitors



DEADRA GHOSTLAW  
Designated Federal Officer,  
USMA Board of Visitors

Appendix:  
Attendance Roster

## **ATTENDANCE ROSTER**

### **Congressional Members:**

Congressman Steve Womack  
Congressman Mike Pompeo

### **Presidential Appointees:**

HON Bob Archuleta  
Ms. Brenda Fulton  
Mr. Travis Morrison  
Ms. Liz McNally  
Mr. Ethan Epstein  
Mr. Patrick Murphy (arrives 1:09pm)

### **Not Present:**

Senator Richard Burr  
Senator Kirsten Gillibrand  
Senator Joni Ernst  
Congressman Mike Conaway  
Congressman Steve Israel  
Congresswoman Loretta Sanchez

Note: At 3:04pm, Ms. Fulton called for a short break. The meeting resumed at 3:14pm.

### **Other attendees:**

Honorable Debra Wada, Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA))  
LTC Stephen Ledbetter, Assistant to ASA(M&RA)  
MAJ Tracy Michael, OCLL  
MAJ James Crook, OCLL  
MAJ Adam McCombs, 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  
MAJ Brett Ayvazian, Secretary of the General Staff  
Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff and DFO  
Mr. Jeffrey Reynolds, Chief of Protocol, Alternate DFO  
Ms. Jennifer Clark, USMA G5, Manpower  
COL Holly West, USMA G5  
BG John Thomson III, Commandant of Cadets  
BG Timothy Trainor, Dean of the Academic Board  
Ms. Laurie Barone, Sexual Assault Response Coordinator  
Mr. Kerry Dunham, Victim Advocate  
COL Deborah McDonald, Director of Admissions  
COL Landy Dunham, Commander, US Army Garrison-West Point  
LTC Jacqueline Emanuel, Staff Judge Advocate  
Ms. Lori Doughty, Staff Judge Advocate

Dr. Donald Outing, Chief Diversity Officer  
Mr. Eugene Corrigan, Athletic Director  
COL Nick Mauldin, Directorate of Intercollegiate Athletics  
COL Suzanne Nielsen, Office of the Dean  
COL James Barren, USMA G-3/Operations  
LTC James Osuna, USMA Inspector General  
Ms. Deborah Pool, USMA G-8/Resource Manager  
Ms. Carol Sheffler, USMA G-4/Logistics Officer  
Mr. Matt Talaber, USMA Engineer  
Ms. Jennifer Linnartz, Staff Judge Advocate-Recorder  
Mr. Charles Thompson, Plans, Training, Mobilization and Security (A/V Support)

**Legislative Assistants:**

Ms. Susan Spear – Senator Gillibrand  
Mr. Brooks Tucker – Senator Burr  
Mr. Jabari White – Senator Ernst  
MAJ Richard Hagner – Rep Israel

**Members of the Public:**

BG (US Army, Retired) Samuel Lessey  
Mr. Kevin Lilley  
Mr. Paul Ostrander



## **USMA Board of Visitors Meeting**

**30 March 2015**  
**West Point, NY**

1



### ***Agenda***

- Opening Remarks
- Administrative Topics
  - Swearing in Board Members
  - Election of 2015 Chair and Vice Chair
  - Proposed BoV Dates
- Superintendent Topics
  - Athletic Department Restructure
  - DoDIG Report on Gift Funds and General Fund Enterprise Business System (GFEBS) Restructuring
  - Gift-funded Construction Approval Process
  - Class of 2019 Admissions Update
  - Military Service Academy Report on Sexual Assault
  - Strategic Plan and Periodic Review Report (PRR) Update
  - Character Development Strategy
  - Curriculum Revision
  - Efficacy of Service Academies
  - Budget
  - Future BoV Meeting Structure

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## **Opening Remarks**

3



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## **Swearing in Board Members** COL Wayne Green

4



## **Election of the 2015 Chair & Vice Chair**

5



## **Proposed BoV Dates**

**Monday, 20 July 2015**  
**Monday, 16 November 2015**

6



## **Superintendent Topics**



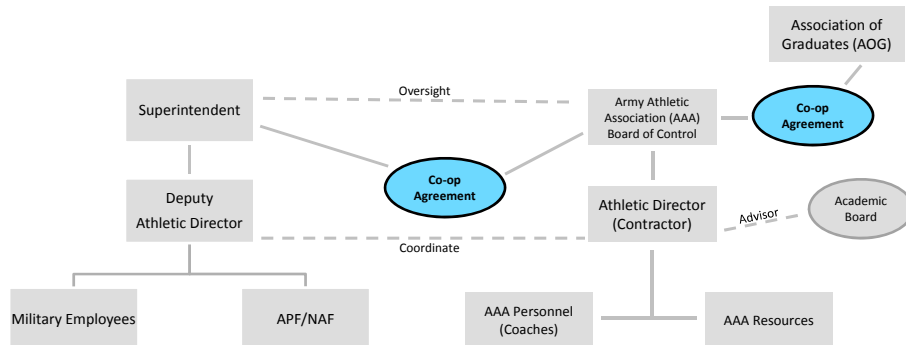
## **Athletic Department Restructure**





**Objectives:**

- Ability to enter into a cooperative agreement with the Army West Point Athletic Association, a Non-Federal Entity (NFE), for the provision of goods and services
- Ability to lease real and personal property to NFE for athletic events and retain proceeds to further invest in the athletic program
- Ability to provide and receive support services to/from the NFE, including housing and enrollment of dependents in school on a reimbursable basis
- Ability of civilian employees and members of the Armed Forces to participate in the management of the NFE (but not in the day-to-day operations)
- Ability of Athletic Director and coaches to earn market-rate salaries





**Way Ahead:**

- Legislative Proposal is currently with OMB; anticipate late March/early April for transmission to SASC for consideration in FY16 NDAA legislation

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**DoDIG Report on Gift Funds and  
General Fund Enterprise Business  
System (GFEBS) Restructuring**

12



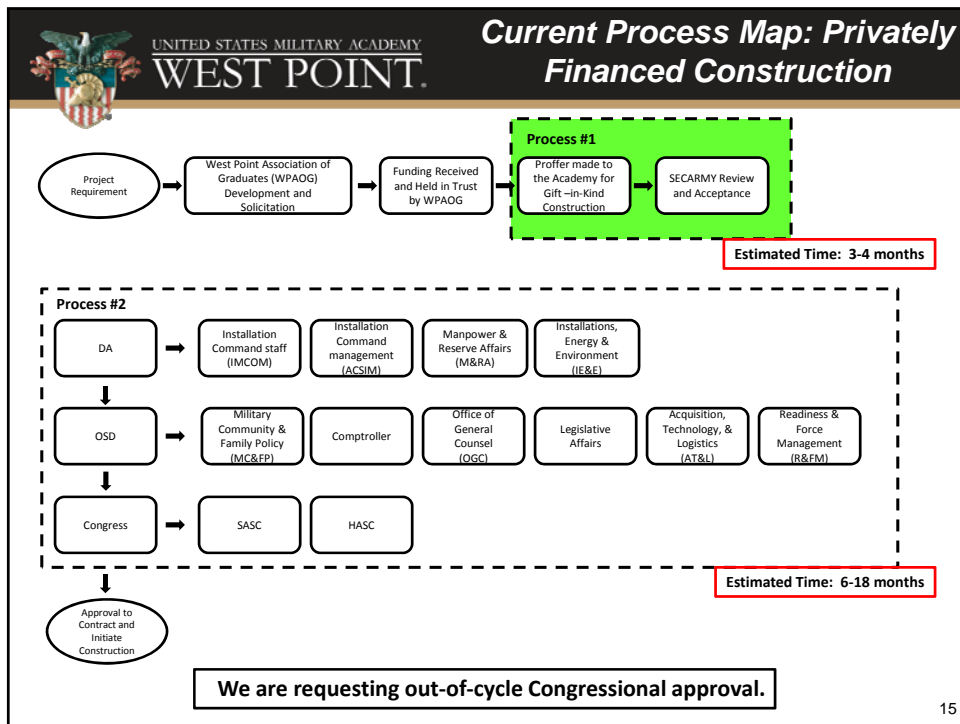
- **Background:**
  - Gift funds were accounted for in stand-alone systems
  - DOD and Army auditability require conversion to Army's accounting standard, GFEBS by 31 July
  - DODIG report released in January and had some press coverage (Washington Times, Army Times)
- **Issue:**
  - DODIG's principle concern: USMA was using a stand alone system that prohibited Congressional auditability and our conversion to GFEBS was too slow
  - Transition old accounting system into Army's new accounting system (GFEBS)
  - Flexibility to spend gift funds while staying in DOD compliance
- **Solution:**
  - With DA assistance, we have an aggressive and well-resourced program
  - We will be complete by the directed "no later than time": 31 July 15

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## **Gift-funded Construction Approval Process**

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**UNITED STATES MILITARY ACADEMY  
WEST POINT.**

## Class of 2019 Admissions Update

**COL Deborah McDonald**

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## Class of 2019 Admissions Update

Classes 2015-2019 Comparison\*

	2019	2018	2017	2016	2015
Files Opened	14,587	15,036	15,404	15,166	13,954
Women	4,380	3,333	3,125	3,069	2,756
Black	1,945	1,722	1,867	1,900	1,609
Hispanic	1,628	1,522	1,711	1,553	1,468
Athletes	563	502	502	772	747
Scholars	1,993	2,132	1,681	1,553	1,571

\*Initial Class Data as of the third week of March for each class cycle

### Applications Update

- Flat trend in open files
- Increasing Trends in:
  - Women +31%
  - Blacks +13%
  - Hispanics +7%
- Anticipate 1250 Class size
  - 1136 offers made as of 25 March
- Continue emphasis on increasing diversity and talent across all domains
- 39% increase in women applicants for Summer Leaders Experience and the class of 2020

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## Class Composition Comparison

Final Class Admitted Numbers (2014-2018 / Obligations 2019)

CLASS	2014	2015	2016	2017	2018	2019 Obligations	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%)	16.08% 216 (>14%)	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%)	9.38% 126 (>11%)	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%)	7.9% 106 (>5%)	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%)	22.56% 303 (>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%)	39.46% 530 (>30%)	
Leaders #Admitted (Goal)	18.5% 253 (>25%)	22.2% 280 (>25%)	25.5% 304 (>25%)	27.3% 326 (>25%)	22.9% 277 (>25%)	25.61% 344 (>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%)	19.88% 267 (>23%)	
Soldiers #Admitted (Goal)	4.3% 52 (>7%)	6.2% 74 (>7%)	8.5% 102 (>7%)	10.8% 129 (>7%)	7.6% 92 (>7%)	6.48% 87 (>5%)	
Class Size	1368	1261	1192	1193	1212	1343	18



## **Military Service Academy Report on Sexual Assault**

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### ***Military Service Academy Report Results***

#### **Background**

- Required by law passed in 2007; overseen by DoD for the three DoD service academies
- USMA self assessment report and anonymous survey results (1 Jun'13 - 31 May'14)
- Survey conducted April 2014; 717 women and 3870 men
- Final Report released 10 Feb 15

#### **Key Findings**

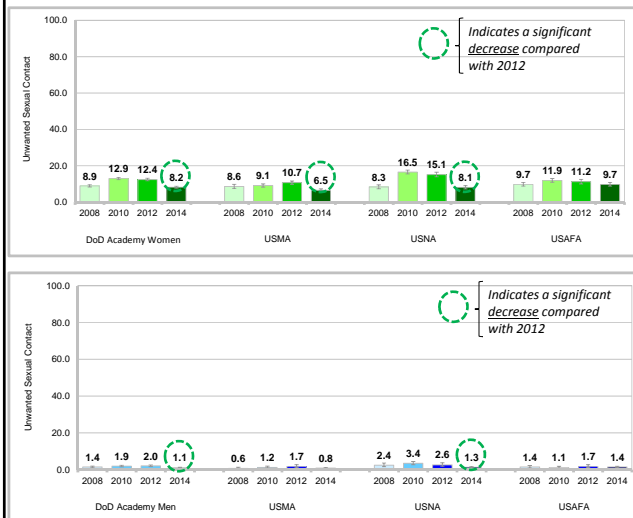
##### **As Cadets:**

- Women: Unwanted sexual contact (USC) at 6.5% (41-53 female cadets) is lower than previous years (2012/2010/2008)
  - ✓ Yearlings: 10.6% more likely to experience USC
- Men: USC at 0.8% (24-40 male cadets) is unchanged from previous years

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## Unwanted Sexual Contact Past-Year Prevalence



\* Constructed from a 95 percent confidence interval based on the total number of respondents who completed the survey (2,097 women, 6,465 men) from a census of students (2,557 women, 10,323 men).

Margins of error range from  $\pm 0.2\%$  to  $\pm 1.4\%$

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### DoD Academy Women:

- The estimated prevalence rate of USC was lower in 2014 than 2012 and 2010 for DoD Academy women; unchanged from 2008
  - USMA women: 2014 prevalence rate lower than 2012, 2010, and 2008
  - USNA women: 2014 prevalence rate lower than 2012, 2010; unchanged from 2008
  - USFA women: 2014 prevalence rate unchanged from 2012, 2008; lower than 2010
- Estimated number of women at USMA ranges from 41-53

### DoD Academy Men:

- The estimated prevalence rate of USC was lower in 2014 than 2012 and 2010 for DoD Academy men; unchanged from 2008
  - USMA: 2014 prevalence rate unchanged from 2012, 2010, and 2008
  - USNA men: 2014 prevalence rate lower than 2012, 2010; unchanged from 2008
  - USFA men: 2014 prevalence rate unchanged from 2012, 2010, and 2008
- Estimated number of men ranges from 24-40



## Military Service Academy Report Results (Cont'd)

### Perceived Sexual Harassment (SH)

- Women: 55% experienced perceived SH (6% higher than 2012)
- Men: 12% experienced perceived SH (4% higher than 2012)

### Sexist Behavior

- Women: 92% women experienced sexist behavior (1% higher than 2012)
- Men: 45% men experienced sexist behavior (4% higher than 2012)

### Training (99% of both men and women reported training receipt)

- 42% women; 48% men felt SA/SH training was either slightly effective or not effective at all
- Not effective at all: 2012: 10% Women; 10% Men  
2014: 7% Women; 14% Men

### Bystander Intervention

- 4% both men and women observed situations where Sexual Assault was about to occur
- 92% women and 91% of men intervened for prevention

### Perception of Leadership to make honest/reasonable efforts to stop SA/SH

- Academy Senior Leaders/Officers and NCOs in charge of units: 86%-92% W; 89%-92% M
- Athletic Staff: 64% for women; 60% for men

### Trust in the Academy if SA occurred in future

- Academy would ensure safety: 76% women and 84% men
- Academy would treat victim with dignity and respect: 70% women and 80% men
- Academy would protect their privacy: 62% women and 73% men

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### Estimated Percent of Students Who Experienced USC and Reported to a Military Authority or Organization

Type of Retaliation Perceived	DoD Academy Total (Men and Women)	USMA Total	USNA Total	USFA Total
<b>Any form of retaliation</b>	<b>41%</b>	<b>20%</b>	<b>31%</b>	<b>58%</b>
Professional retaliation from Academy leadership	14%	20%	NR	18%
Social retaliation from fellow cadets/midshipmen	29%	20%	31%	34%
Punishments for infractions/violations	10%	9%	NR	17%

Note: The annotation "NR" indicates that a specific result is not reportable due to low reliability. Caution should be taken due to small cell sizes.

- New question in 2014
- General measure of retaliatory climate based on self-perceptions
  - Professional retaliation from Academy leadership (e.g., loss of privileges, denied promotion)
  - Social retaliation from fellow cadets/midshipmen (e.g., ignored by peers, blamed for the situation)
  - Punishments for infractions/violations (e.g., underage drinking, fraternization)

Margins of error range from ±6% to ±17%

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### Themes from Written Comments

- **Fear of interactions with women**
  - Fear of interaction; fear of accusation tears at unit cohesiveness (M)
  - Men tiptoe around women and are more resentful of us (W)
  - People are too scared to interact with opposite sex for fear of SH/A reports (W)
- **Change in culture is needed to address these issues**
  - Change the culture; people don't have each other's backs (W)
  - People behave IAW SHARP out of fear and not internalization (W)
  - Be patient. This is not an immediate fix; it is cultural growth (M)
- **Cadets acceptance of responsibility and changes over time**
  - Stress professionalism in corps, locker rooms and personal conversations; may lead to cadets policing each other (M)
  - Establish a culture where cadets take ownership of policing the ranks (M)
  - West Point has vastly improved in SHARP prevention since my arrival; I honestly think it is going very well (W)

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**AY 2015 (to date) compared to this time in AY 2014  
(1 Jun 14-30 Mar 15 versus 1 Jun 13-31 Mar 14)**

					Info on Alleged Victim				Alleged Assailant (Cadet/Cadet)			
	Reports	Cadet on Cadet	Peer on Peer	Superior w/ Subordinate (Cadets)	Cadet	Civilian	W	M	4th Class	3d Class	2d Class	1st Class
AY 2014	9	6	5	1 (3d - NC)	9	0	8	1	2	4	0	0
AY 2015	15	8	6	1 (2d - NC) 1 (2d-3d)	11	4*	14	1	3*	1	2	2

\* Concerning Trend

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**USMA Strategic Plan and  
Periodic Review Report (PRR)  
Update**

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**WEST POINT** USMA MISSION

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.

**WEST POINT** USMA VISION

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."*

**WEST POINT** Superintendent's Priorities

**Resolute Leadership/Resolute Character:** Creating leaders who lead with courage, integrity, and respect, whose actions are the best example of the values of Duty, Honor, Country, and the values of our Army. Ensure that cadets model these at West Point.

**Honorable Living:** Creating leaders who live honorably (LH) who have internalized the values of Duty, Honor, Country, and the values of our Army. Ensure that cadets model these at West Point.

**Winning Culture:** Creating a culture of excellence and winning in everything we do. We set our standards and changing our standards over and over.

**Develop:** Build and sustain a diverse Corps of Cadets within the Corps of Cadets and the Army. Develop and maintain a culture of inclusion among our faculty.

**Leadership Development:** Build the intellectual, military, athletic and character leaders that inspire our graduates to thrive in tomorrow's security environments.

**New York City:** Continue to build our partnership with New York City.

**Dead Navy!**



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### Develop the United States Corps of Cadets

- USMA provides a world-class leader development experience that prepares cadets to become leaders of character.
- USMA graduates serve with distinction as Army officers.

### Inspire to Live Honorably and Build Trust

- Cadets internalize the values of Duty, Honor, Country.
- USMA graduates demonstrate all five facets of character.

### Develop Exceptional Intellectual Capacity

- USMA is consistently recognized as a top-tier institution of higher education in competitive national rankings.
- USMA is valued by the Army and the Nation as a trusted source of human intellectual capital used to address issues of significant importance.

### Sustain Professional Excellence and Develop a Culture of Winning

- USMA graduates earn the trust and confidence of the Nation to win its wars.
- USMA Cadets have the tenacity to thrive and lead in complex environments, strive for excellence always, and have the resilience to reach their full potential.

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**Leverage Diversity and Foster Inclusiveness**

- Leaders at all levels at West Point are fully committed to diversity and inclusion principles, practices and outcomes.
- USMA graduates and staff and faculty depart West Point with the capacity and commitment to be the Army's foremost leaders of multicultural organizations.
- Among academic, military and federal institutions, West Point is a recognized leader in maintaining an inclusive environment.

**Build Effective Stewardship and Shared Governance**

- USMA Cadets, faculty and staff embrace the tenants of mission command, effectively and efficiently undertaking tasks large and small with confidence and a clear sense of purpose.
- Through a robust and respected system of governance, all USMA stakeholders are engaged, involved and enfranchised in support of decision-making and organizational assessment.

**Attract, Recruit, Retain, and Develop a High Quality Staff and Faculty**

- USMA faculty and staff provide world-class education, training, and inspiration to the Corps of Cadets
- Members of USMA's faculty are recognized by our Army and by their academic colleagues across the Nation for excellence, professionalism, and character.

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2009



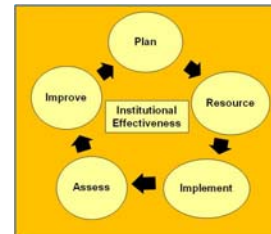
2015

Middle States &  
Self Study 2009  
Recommendations

- Strategic Planning & Resource Allocation
- Shared Governance
- Assessment of Cadet Development
- Cadet Quality of Life
- Admissions Goals
- Faculty

**Significant Initiatives**

- Plans & Policy reestablished
- Executive Steering Group and BOV updates (3-4 times / yr)
- Policy Board / Steering Committee
- Civilian Faculty Senate
- Junior Military Council
- West Point Leader Development System outcomes developed
- Academic Program Goal and Core Program Revisions
- Character Development Strategy
- Barracks upgrade program
- Cadet Quality of Life Committee
- Increased # of Minorities and Women
- Academy Professor (FA47) Developmental plans



PRR requires SECARMY signature. Suspense to Middle States: 1 June 15

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

# USMA Character Development Strategy

COL Scott Halstead

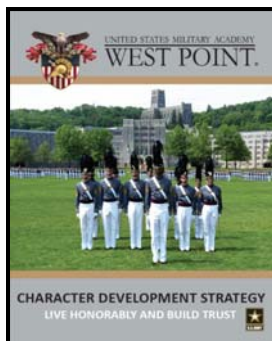
31



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *USMA's Character Development Strategy (CDS) and Program*

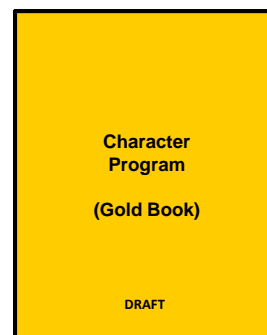
Supports Strategic Goal #2: Inspire to Live  
Honorably and Build Trust



Character Development **Strategy** describes how, at all 3 levels (individual, group, Academy) and across all 4 programs (Academic, Military, Physical, and Character), West Point develops leaders of character.

(Focus is on Military and Civilian Faculty and Staff, Coaches, and Cadets)

Supports Strategic Goal #1: Develop Corps of Cadets



Character **Program** influences Cadet learning, reflection, introspection, and internalization

(Focus is on Cadets)

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**Individual Character Goals for Each Graduate:**

1. **Moral:** Internalization of the Army Values that results in the knowledge, integrity, and awareness to assess the moral-ethical aspects of every situation and the personal courage to take appropriate action regardless of consequences.
2. **Civic:** The empathy, loyalty, respect, and humility that enables an individual to treat others with dignity and display selflessness.
3. **Social:** The ability to act with the proper decorum in all professional, social, and online environments.
4. **Performance:** The sense of duty, resilience, and grit necessary to accomplish the mission and get results.
5. **Leadership:** The ability to inspire and develop others while establishing a safe, positive command climate where everyone thrives while achieving tangible results.

... so that each graduate is a commissioned leader of character ...

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## **Curriculum Revision**

**BG Tim Trainor**

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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**

35



**Review and Revise Academic Program Goals (APGs)**

- External Review, May – December 2012
- Benchmarking, January 2013
- Internal Review and Revision of APGs, December 2012 – April 2013

**Explore Innovative Ideas for Curriculum Design**

- Faculty leader teams compared current curriculum with new APGs and assessed cadet performance relative to new APGs, 2013
- CCTT developed innovative curricular ideas, April – December 2013

**Develop and Evaluate Implementable COAs (CRWG)**

- Developed 10 Courses-of-Actions (COAs), January – June 2014
- Evaluated COAs relative to criteria and revised, July – October 2014
- Formally chose a COA – November 2014

**Phase in new curriculum with Class of 2019**

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- Continue to deliver **a broad liberal education** that achieves breadth, depth, and integration.
- More **deliberate integration** in our curriculum to better develop interdisciplinary and multidisciplinary skills.
- Provide the best curriculum to attain the **new Academic Program Goals**.
- Provide **more cadet choice** to encourage greater ownership of learning.
- Together with the military, physical, and character development programs, provide the **necessary knowledge, skills, and attributes** (KSAs) that EVERY 2LT and future senior officer should have as they begin their career.



**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.



### Core (16 courses)

1. Chemistry 1
2. Physics 1
3. Chemistry 2, Physics 2 or Biology
4. Physical Geography
5. Math (Modeling)
6. Math (Statistics)
7. Math (Calculus)
8. IT, Computing, and Cyber 1
9. IT/Cyber 2, Calculus 2, Chemistry 2, Physics 2, or Biology
10. History 1 (American)
11. Composition
12. Literature
13. Philosophy and Ethical Reasoning
14. Psychology
15. Economics
16. Political Science

### Core Culture/Region Thread (4 courses)

17. Foreign Language 1
18. Foreign Language 2
19. History 2 (Region)
20. International Relations

### Core Mil Profession Thread (4 courses)

21. History 3 (Mil Art)
22. Leadership
23. Law
24. Officership (MX400)

### Engineering Sequence (3 courses)

25. Engineering sequence course 1
26. Engineering sequence course 2
27. Engineering sequence course 3

### Complementary Support (3 courses)

28. Complementary Support Course 1
29. Complementary Support Course 2
30. Complementary Support Course 3

### Major (10 courses)

31. Major course 1
32. Major course 2
33. Major course 3
34. Major course 4
35. Major course 5
36. Major course 6
37. Major course 7
38. Major course 8
39. Major course 9
40. Major course 10 – Integrative Exp.

### Other Required Courses

- 3 x Military Science (total 4.5 CH)  
7 x Physical Education (total 5.5 CH)

### Assumptions & Constraints

- Curriculum supplemented by both a Cow and a Firstie focused-grand-challenge-experience outside academic semesters.
- Curriculum supplemented by a writing program woven throughout.
- Course 9 is IT/Cyber 2 for all majors that do not otherwise accomplish IT/Cyber goals.
- Engineering Sequence is for all majors that do not otherwise accomplish engineering goals.
- Complementary Support Courses must be approved as providing disciplinary diversity while supporting the major.
- Courses in threads are purposefully linked and integrated.
- Optional minors may be designed that enable a minor by adding 2 appropriate courses to a thread or 3CES. A minor has an integrative experience course.

### Summary of Integrative Experiences

- CIT continuing interdisciplinary efforts
- SHARP Thread
- MX400 – course 24
- Engr. Seq 3 (if applicable) – course 27
- Major's IE – course 40
- (Cow Grand Challenge – 1.0 credit)
- (Firstie Grand Challenge – 1.0 credit)

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### 22 Major Tasks Over the Next Year

(involving 5 standing committees, 8 ad-hoc committees, and over 200 faculty members)

- Refine and clarify the COA (12 Tasks)
- Prepare to teach (10 Tasks)

### Workshop with ~150 faculty on 30 JAN 15

- Help with curriculum proposals
- Discuss and refine Academic Program Goals (APG) responsibility
- Start to formulate assessment plan

### Dean's Review and Analysis (R&A)

- Map core course / academic major objectives to APG and What Can Graduates Do (WGCD) statements
- Identify curricular component participation
- Highlight needed changes
- Transition plans / thoughts

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## **Efficacy of Service Academies**

**COL Suzanne Nielsen**

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### **Service Academies as Commissioning Sources:**

- Serve as vital contributors to each service's accession strategy
- Expand the ability of the services to attract talented future officers
- Structure every aspect of the 47-month developmental experience to produce leaders of character to meet service needs
- Operate independently of private agendas -- and political and social debates -- that affect other colleges and therefore impact ROTC and OCS
- Maintain high standards of academic excellence
- Provide disproportionate share of officers with science and engineering backgrounds
- Have the lowest marginal costs for small increases in accession numbers
- Produce leaders who have made distinguished contributions within the military, government, and private sector
- Embody highest ethical and professional aspirations of service cultures

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**Service Academies as Vital Centers of Intellectual Capital:**

- Encourage research as essential to a vibrant curriculum and faculty excellence within teaching-focused institutions
- Produce scholarship that contributes to disciplinary knowledge, advances public understanding, and addresses service needs
- Enhance knowledge and expand perspectives within the officer corps through the rotating military faculty model
- Maintain research centers across diverse academic disciplines that improve education, expand knowledge, and inform practice
- Leverage collaborative relationships with experts in academia, government, and the private sector to address national security concerns

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**Service Academies as a Bridge Between the Services and American Society:**

- Faculty professional activities help to connect services to intellectual communities within academia, policy circles, and the private sector
- Rotating military faculty model constantly refreshes strong connections between services and academia
- Cadet activities –including service, academic, club-related, and sporting events – foster connections between services and America's youth
- Academy-hosted outreach activities such as conferences provide many guests with their first exposure to the U.S. military

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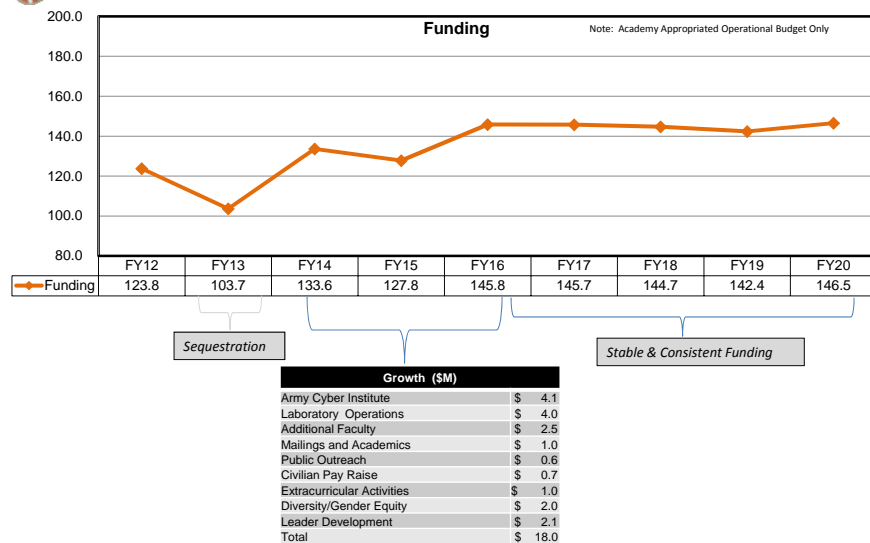
# USMA Budget

COL Wayne Green

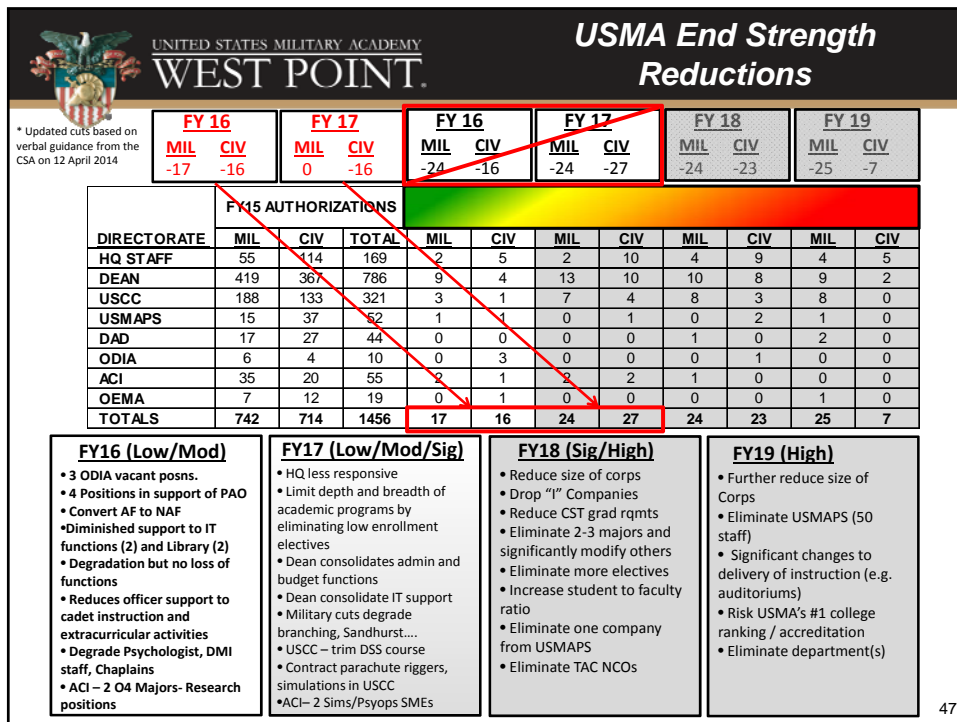
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## Operational Budget 2012-2020



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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Future BOV Meeting Structure

### BOV Chair

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**July**

- Recurring topics (SA/SH, Budget)
- Superintendent highlighted topics
- Cyclic Topics (New Class Characteristics)

**November**

- Recurring topics (SA/SH, Budget)
- Superintendent highlighted topics
- Cyclic Topics (Diversity)

**March**

- Recurring topics (SA/SH, Budget)
- Superintendent highlighted topics
- Cyclic Topics (Admissions Update)



**Closing Remarks**



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FOUO

**Board of Visitors Meeting  
West Point  
20 July 2015  
AGENDA**

Administrative Announcements - COL Greene

**Board Business:** Meeting Dates for 16 Nov 2015 (DC)

**USMA Update:**

***Agenda Items:***

Class of 2019 Admissions Update

SA/SH Statistics

Sexual Assault Prevention and Response Office Visit

Faculty Demographic Statics

Faculty Operational Experience Update

Cadet Summer Training Highlights

Construction Update

Legislative Issues

Army West Point Athletic Association with HASC

Sole Source Catering in FY 15 NDAA

Budget

Higher Standard

Adjourn - EOM

**MINUTES**  
**BOARD OF VISITORS SUMMER MEETING**  
**July 20, 2015**  
**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 Chairwoman, Ms. Brenda S. ("Sue") Fulton called the meeting to order at 2:07pm. She thanked everyone for taking the time out of their busy schedules to attend and thanked the Superintendent, Commandant, and Cadet Cadre for their outstanding job while Board Members observed Cadet Summer Training in the morning. She then welcomed the newest members of the Board of Visitors, Senator Joni Ernst and former Ambassador to Portugal, Honorable Gerald McGowan. She further recognized Congressman Ann Wagner, an invited guest to the meeting.

**3. SUPERINTENDENT'S REMARKS.** Lieutenant General (LTG) Robert L. Caslen, Jr., USMA Superintendent, welcomed everyone remarking about the busy day, observing Cadet Summer Training in the morning, and the discussion groups over lunch. LTG Caslen then welcomed Senator Ernst and Ambassador McGowan, and welcomed Senator Chris Murphy to the Board of Visitors, although he wasn't able to attend this meeting. He also welcomed Congressman Ann Wagner, an invited guest to the meeting. The Superintendent then welcomed the Honorable Debra Wada, Assistant Secretary of the Army for Manpower and Reserve Affairs, as the Secretary of the Army's representative. He then explained how important these Board meetings are to himself and the West Point staff and are grateful they could make the time to be at the meeting. He finished by advising the Board members that much had happened since the last meeting and would shortly be discussing the issues and what had happened since the last meeting in March.

**4. HON DEBRA WADA'S REMARKS.** Honorable Wada thanked LTG Caslen for the opportunity to observe Cadet Summer Training in the morning. She made three points to the Board Members.

(1) The first point was the recent announcement about a reduction in force. The Army is downsizing to 450,000, the civilian side will downsize by 17,000. It is unlikely there will be a big civilian reduction in force (RIF) because on average, the Army loses 12 percent of its civilian workforce annually through attrition. However, that doesn't mean there won't be smaller RIFs, but the Army would do whatever it could to utilize resources available to assist in the transition.

(2) The second point was about the number of Soldiers who would be leaving the Army and going back to civilian communities. It is important the Army community continue to support them and their families through the Army Soldier for Life Program. While this program is not directly related to West Point, it's important that the Army, as a whole, including West Point, make efforts to ensure we are speaking in one voice to provide support to our Soldiers as they make the transition to civilian life, and that that transition is as smooth and successful as possible.

(3) The third point is topic of transgender individuals serving in the military. The recent announcement by the Secretary of Defense has raised this issue to the forefront. Currently, there is a working group examining all of the issues surrounding the military service of transgender individuals including requirements for attending USMA, ROTC, OCS, etc.

**5. ADMINISTRATIVE ANNOUNCEMENTS.** Meeting packages included the agenda, and briefing slides, the draft 2014 Annual Report, the March 2015 Meeting Minutes, and an information paper on targeted interventions for third-class Cadets for sexual assault. COL Green discussed the highlights from March's meeting, when a new Chair and Vice Chair, Sue Fulton and Representative Steve Womack, respectively, were elected as well as the following updates provided to the Board: athletic restructuring, gift-funded construction approval process, the DoD IG report on gift funds and GFEBS (General Funds Enterprise Business System) restructuring, an Admissions update, the Military Service Academy Report on Sexual Assault, the USMA Strategic Plan, Character Development Strategy, Curriculum Change, a Discussion of the Efficacy of Service Academies, and the USMA budget.

**6. 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.

**7. BOARD BUSINESS.** Ms. Sue Fulton addressed the following Board business: the proposed meeting date of the next meeting, approval of the minutes from the Spring Board of Visitors Meeting, and the approval of the draft 2014 Annual Report of the Board of Visitors. The proposed date for the Fall meeting in Washington, DC, is November 16, 2015. The Senate and House are in session. There was a motion to approve this date, and seconded; by unanimous vote, the date was approved. The second item of business was approval of the March 30, 2015 meeting minutes; there was a motion to approve, and seconded; by unanimous vote, the meeting minutes were approved. The final Board business was an update on the submission of the 2014 Annual Report of the Board of Visitors. The draft was reviewed and approved by the Superintendent, and sent to Board Members in June 2015 for their review. As of July 16, 2015 all members had agreed to revised language and we are awaiting final signatures prior to publication.

**8. OTHER BOARD BUSINESS.**

**a. USMA UPDATES.** LTG Caslen presented updates to the Board members. Topics included Class of 2019 Admissions Update, SA/SH Statistics, Sexual Assault Prevention and Response Office Visit, Faculty Demographic Statics, Faculty Operational Experience Update, Cadet Summer Training Highlights, Construction Update, and Budget.

LTG Caslen showed the "Tsunami" video, a "Spirit video" filmed during the 2014 Army/Navy game. After the video, LTG Caslen reminded the Board of the US Military Academy's Mission and Vision, and his priorities.

LTG Caslen emphasized that USMA "educates, trains, and inspires leaders of character." He reiterated that USMA develops leaders in its leader development program militarily, intellectually, physically, and through character. However, the Mission Statement only states "leaders of character." Any leader can be competent, but a leader who is competent without character is a failed leader. It's important that USMA develops leaders of character for a lifetime of service to the nation as an officer. The Vision had a minor modification from the last meeting: the original Vision read "West Point is the preeminent leader development institution in the United States." Upon reviewing this, GEN Odierno, the Chief of Staff of the Army, asked the



Superintendent to show him one Military Academy anywhere in the world that is better than USMA. LTG Caslen was convinced to replace “United States” with “World”; the Vision now reads “West Point is the preeminent leader development institution in the World.”

LTG Caslen went on to discuss his top six priorities:

(1) Eliminate sexual harassment and sexual assault at West Point. Included in this mission is the responsibility to develop leaders, who, as junior officers, will establish a command climate where all Soldiers feel they are of value, they can contribute, they are secure, and they are part of a team. USMA aims to develop leaders who will take the command climate established by USMA to their units after they graduate.

(2) Honorable living. Living honorably is the internalization of the values of duty, honor, country. As leaders, it is important to maintain the values of honorable living 24 hours a day, 7 days a week, regardless of where you are. It's USMA's job to ensure that the Army values (loyalty, duty, respect, selfless service, honor, integrity, and personal courage) are embedded in the climate at West Point.

(3) Develop a winning culture. Developing a winning culture does not mean “winning at all costs” but winning in accordance with our values. When the American people send their sons and daughters to the field of battle, in harm's way, they expect them to accomplish their mission and win, in accordance with our values. The attributes men and women develop while participating in winning teams here at West Point are the same values that will carry over to leading winning platoons and companies.

(4) Diversity. For the past 40 years, the Army has been all-volunteer. It is not necessarily representative of what the nation is. When taking the oath of office, we swear allegiance to the Constitution, which puts us in a subordinate relationship to the officials elected by the people to oversee us. It's important that we have the trust and confidence of the American people, and if our Army doesn't represent the ethnic, gender, and geographic diversity of our country, we risk becoming illegitimate in their eyes. Diverse representation is thus very important at West Point, and great strides have been made in this area.

(5) New York City engagements. This priority was a directed task from GEN Odierno. Building a partnership with New York City is important for a number of reasons. New York City is the most populated city in the United States. West Point is the closest major military facility to New York City, where there are more than 20 million people in a 70-mile radius. This gives West Point opportunity to do some things that were discussed in one of the discussion groups over lunch, i.e., bridge the civil-military gap. Further, New York City is culturally diverse and there are many opportunities for Cadets to engage in New York City that enhance their own leadership development experience.

(6) And the last, which some argue should be first – BEAT NAVY!

Next, LTG Caslen discussed highlights from this past year. USMA's Graduates did tremendous work and are scholastically accomplished. USMA had 16 different scholars and an additional 23 Cadets that will attend medical school. At the last meeting, Board members were briefed about some changes being made to the academic program. The new, revised curriculum, which goes into effect for the Class of 2019, will ensure USMA maintains the intellectual outcomes necessary to fight the nation's wars.

On the Military side, Cadets participated in the Sandhurst competition in April. Each Cadet company fielded a team for the competition. The competition included eight international teams, and many external teams from ROTC, Navy, Air Force, the Coast Guard Academy and Officer Candidate School (OCS). The British won overall, and USMA came in second.

In Athletic competition, USMA's NCAA teams have performed well this past year. Terry Baggett was a finalist for the National Football Federation Scholar Athlete award, which some call "the Heisman Trophy for scholar athletes." Additionally, a Plebe was named Rookie of the Year in Hockey, and two football players went to post-season bowl games. For the first time in 17 years, the wrestling team defeated Navy.

Participating for the first time, a team of Cadets won the Battle Frog competition over spring break. The competition, aired on ESPN, included teams from 15 universities across America. It's notable that none of the Cadets on the USMA team are Corps Squad (NCAA) athletes. LTG Caslen shared the video of the final race of the competition; during the video, he highlighted that one of the team members, Chris Oakes, born with a club foot. Cadet Oakes had to overcome this disability to be physically qualified for West Point.

During Reorganization Week, the Superintendent will conduct an awards ceremony for the entire Corps of Cadets. LTG Caslen will recognize Cadets who have earned the Superintendent's Award, the Dean's Award, and other academic-level accomplishments. Three Cadets who haven't graduated and were part of the Battle Frog Team will be recognized in front of the entire Corps as well.

The next topic was the rebranding of ODIA (Office of the Director of Intercollegiate Athletics). The new symbol includes the following:

- (1) The shield representing the defense of America;
- (2) The Athena helmet, representing intellectual prowess as well as physical;
- (3) 13 feathers that comb on the back, representing the original 13 colonies;
- (4) The saber, unsheathed for battle; and
- (5) The star, which dates back to World War II, when all Army vehicles had a star stenciled on the side. This connects us to our Army heritage: honor the future and never forget the past.

The rebranded name is "Army West Point." There was quite a bit of feedback about the new name. However, there was a need for stronger "brand identification. For instance, if you travel west of the Mississippi and talk about the "Army Football Team" some think you are talking about the Army having a football team - they don't equate "Army" with "West Point." "Army West Point" will connect the Army West Point football team, as well as other teams, to West Point, and make more people aware of West Point and the United States Military Academy. Of course, the Army/Navy game name won't change to the "Army West Point/Navy Annapolis" game, it will still be called the "Army/Navy" game.

**b. Directorate of Academy Advancement (DAA) Update:** LTC Joe Hamilton, Director of Academy Advancement, updated the Board on the process of gift-funded construction reporting. At the March meeting, the Board members discussed their concern over the application of DoD

instructions outlining the process of reporting privately-funded construction projects and the length of time it takes with the new requirements – which could extend the time between the acceptance of a gift and start date of the privately-funded construction project to as much as 18 months. Since the March meeting, there was no change made to the first part of the reporting process, but there were significant changes to the second part of the process regarding Congressional notification. The process changed from Congressional approval to Congressional notification of privately-funded construction projects. This change cuts the time back down to 1-2 months, and alleviates a significant concern for major donors.

**c. US Army Garrison-West Point (USAG-WP) Update:** COL Landy Dunham, Garrison Commander, provided updates to the Board members on some of the ongoing construction projects. He discussed the new Cadet barracks, the Benjamin O. Davis Barracks, which is 45 percent complete and on track for December 2016 completion. When complete, Davis Barracks will be a 300-room, state-of-the-art building, with the ability to house about 600 Cadets. The Bartlett Hall Science Center, a \$130 million project, is in Phase II. Phase IIA is complete and people have begun to move in to the renovated building. Phase IIB is about 89 percent complete, with scheduled occupancy date of April 2016. This upgrade will add significant new laboratories, enhancing the Cadets' academic program. The next topic was the CBUP (Cadet Barracks Upgrade Program). Scott Barracks is complete and work on Macarthur Short wing, a \$48 million project, is 63 percent complete and scheduled to be complete in November 2015; the awarding for the contract for Macarthur Long wing, \$81 million dollars, should happen by the end of July at the latest. The CBUP program is a nine year project that is funded through year four: continued support is needed to fund years five through nine.

Just as important as the Barracks upgrades, our Academic buildings are in need of upgrade, for the same reasons. COL Dunham is working closely with the Installation Management Command (IMCOM) to develop a plan to update the Academic buildings. This project is called the Academic Barracks Upgrade Program (ABUP) and will be a SRM program. COL Dunham concluded by discussing future projects. The projects, Davis Barracks and the Science Center, are already funded. However, the much needed Multi-Purpose Academic Center (MPAC) and the Army Cyber Institute's (ACI) permanent facility are not currently funded. The ACI is currently housed in Spellman Hall. USAG-West Point and USMA continue working with ACSIM, IMCOM, and others for funding of these projects.

**d. Dean of the Academic Board Update:** BG Timothy Trainor provided an update to the summer's Academic Internship Program. More than 1,000 Cadets participated in the program in the United States (about 700) and around the world (more than 300) for 3-4 weeks. This program benefits the Cadets' leader development, as well as contributing to the organizations they intern for. Many of these programs are funded by gift funds.

**e. Commandant of Cadets Update:** BG John Thomson reviewed the topics that had been discussed at the morning's tour of Camp Buckner and Cadet Summer Training. In addition to these topics, he discussed all of the Cadet summer training.

(1) Cadet Basic Training (CBT) for new Cadets, three weeks along at the time of the Board meeting; CBT ends on August 10, 2015.

(2) Cadet Candidate Basic Training (CCBT) for approximately 250 USMA Preparatory School (USMAPS) candidates. When USMAPS was at Fort Monmouth, NJ, Drill Sergeants did the training; now a West Point Cadre leads and conducts training.

(3) Cadet Leader Development Training (CLDT) for cadets in their third or fourth year. CLDT mimics Ranger School and is our toughest training. As of this Board meeting, two iterations this summer are complete, and the third is currently going on at Camp Buckner. CLDT is a graduation requirement. Many recent graduates report that, while CLDT was incredibly tough, it was their most valuable experience as cadets. Of note, there is also a CLDT Exchange with England, in which about 40 Cadets participate at the Royal Military Academy at Sandhurst for a week, then train in Hohenfels, Germany, for another two weeks.

(4) Cadet Field Training (CFT) for rising yearlings, which the Board Members observed in the morning. There are two iterations of CFT to allow some cadets such as Corps Squad (NCAA) athletes or pre-medical Cadets an opportunity to take complete the training early.

(5) The Summer Leader Experience (SLE) for prospective cadets starting their senior year of high school. This program belongs to the Directorate of Admissions, but is run by Cadet Cadre. Two SLE programs are run each summer, with about 500 students in each program.

(6) Youth Impact Program for at-risk youths: A new program this summer, the Youth Impact Program takes about 80 at-risk youths from Harlem and the Bronx and trains them at USMAPS for five days. The students are bussed back and forth to NYC each day. In addition to the training at West Point, students and Cadet cadre visited the New York Giants, who spoke to the kids about leadership, academics, and life skills. This program presents a different leadership challenge for the Cadets, as some of the kids didn't want to be there.

(7) Other summer training: This year, for the first time, Air Assault School was held on West Point; 770 Cadets went through the program in four iterations. Air assault towers were built on the River Courts, and helicopter support was provided from the New Jersey National Guard, 1-150<sup>th</sup> General Support Aviation Battalion. Other training included Cadet Troop Leader Training program; summer SHARP training conducted by a mobile training team from the Army; Combat Dive Qualification Course in Key West, FL; and overseas schools such as Georgian Mountaineering, Chilean Mountaineering and Brazilian Mountaineering

Ms. Fulton asked what the demographics for participants of SLE are as it relates to military or civilian background. She would like to review the percentage of participants that are from civilian families versus military families, or families with a military background. Admitting a disproportionate number of children from military families could increase the civil-military divide; USMA should do all that can be done to reach children from non-military families as well.

**f. SHARP Update:** LTG Caslen briefed the Board on current SHARP (Sexual Harassment / Assault Response and Prevention) statistics. He briefed the survey results from the Military Service Academy (MSA) Department of Defense Survey, which was taken during this academic year (2014-2015). The survey is anonymous and about 90 percent of the Cadets took the survey. The number of reports of sexual assaults has increased; based on percentages, the number of unwanted sexual contact reports (anonymous reports from the survey) is between 41 to 53. Ideally, all incidents of unwanted sexual contact would be reported; this would indicate people have enough trust in the reporting system to come forward on the record. LTG Caslen also briefed the demographics of these reports, such as Cadet-on-Cadet, peer on peer, by Class year, and by location. He noted that, by DoD standards, allegations involving unknown victims are not required to be reported. He discussed alleged Cadet-on-Cadet assaults and assaults involving Army officers during summer training. One alleged perpetrator was assigned to the task force from Fort Stewart training the Cadets at USMA, one occurred when a Cadet was at CTLT, and a third report was an assault that occurred prior to West Point, when the

victim was a Soldier in the Army. LTG Caslen discussed the investigations; the number of substantiated investigations where action was taken, the number of ongoing investigations, and the number of unsubstantiated investigations where there was not sufficient evidence.

Senator Gillibrand noted she had met with some CASH-A (Cadets Against Sexual Harassment – Assault) Cadets and enjoyed their conversation. She asked LTG Caslen about allegations of the Sexual Assault Response Coordinator (SARC) who was seemingly demoted, and left the Academy. LTG Caslen responded that the SARC had also placed herself as a Victim Advocate (VA), creating a conflict of interest, and losing the trust of the Chain of Command. He pointed out that she was not demoted. She did not apply for the position of SHARP Program Manager, which would have been a promotion had she been selected. The position vacancy was re-advertised, and she elected to apply for a position at Fort Leavenworth. She was selected for this position and departed West Point. The discussion then turned to recommendations Senator Gillibrand had for West Point as it relates to the SHARP Program. Below are her three recommendations:

(1) Creation of a confidential peer reporting mechanism for assault survivors. Senator Gillibrand and Senator Ernst are currently working together on a bill that would mandate campuses to provide each victim a Confidential Advisor who is trained on campus and criminal justice policies and procedures regarding sexual assault. A recommendation would be to allow some CASH-A representatives to be trained/known as Confidential Advisors.

(2) Peer counseling. West Point should start a confidential support group for survivors, create a place for the group and a way that survivors can connect out of public knowledge. She mentioned that Fort Drum has a fantastic group for survivors. Appendix A has updates to Senator Gillibrand's recommendations. LTG Caslen agreed and responded that there are times when victims of assaults file a restricted report, which eventually becomes an unrestricted report if the chain of command hears about it from an outside source (such as a parent). After further discussion, Mr. Archuleta asked, how soon after their arrival does USMA begin educating Cadets about sexual harassment and assault? The Cadets' first class on sexual harassment and assault prevention is on their second day; after that, the Cadets routinely receive relevant training, including classes on character development, sexual harassment and assault, and other respect issues.

(3) Forensic interviewing, a technique law enforcement is starting to use. Having someone with the ability to ask the right questions in the right order will allow the victim to know all their options. The Academy should have personnel trained in forensic interviewing.

The next issue discussed was a visit by the Department of Defense Sexual Assault Program Coordinator team. Dr. Nate Galbreath headed the team, with Ms. Monique Farrell representing the Department of the Army. Over their four day-visit, they reviewed every program and interviewed several of the personnel responsible for these programs. The purpose of the assessment was two-fold:

- (1) To make sure USMA complies with Federal law,
- (2) To determine if USMA's policies, training, and programs are effective or not.

The final determination was that USMA's program is in full compliance, and included a few areas where USMA was commendable:

(1) The Athletic Department, for using an external agency to look at social media used by some athletes to make sure it's in compliance with USMA's values and norms;

(2) USMA's CASH/A program, which is peer-led;

(3) USMA's Character Development Program (the "Gold Book"); and

(4) Keller Army Community Hospital's innovative victim self-care program, which the DoD and DA representatives said was the best they had seen.

The first recommendation was to migrate towards metrics the White House is using (USMA is in the process of using these metrics); the second recommendation was for West Point's Criminal Investigation Division (CID) to review the policy for whether or not unknown-victim cases need, or should, be investigated. Further recommendations included adopting best practices currently at the Naval and Air Force academies: Navy has a code of conduct for teams and coaches (USMA's Athletic Department has already put one together that is very similar to Navy's), and the Air Force has Healthy Relationship Training that USMA will study as well.

The next topic dealt with assessing Character Development. All NCAA teams and Club Teams are surveyed each semester to assess whether those organizations create subcultures or values contrary to USMA's values. Each semester, every Cadet is reviewed in a 360-degree Periodic Development Report (PDR). Input for these reports comes from the Cadet's TAC Officer, chain of command, subordinates, and peers, with ratings of Exceptional (green), Effective (yellow), and Unsatisfactory (red). By the time of graduation, a Cadet's 360-degree PDR should be mostly green, with no red, indicating the Cadet is ready for commissioning and leading Soldiers. After further discussion of this topic, Mr. Ethan Epstein referred to his question from the last meeting, whether USMA should consider "scrambling" after Yearling (sophomore) year instead of Plebe year, because the data suggests that Yearlings might be more prone to sexual harassment. LTG Caslen agreed to look into the issue. The purpose of the scramble is to disrupt the loyalties and subculture contrary to USMA's values that may have developed. USMA would have to conduct more research on the best time to scramble, if it were to be delayed; some Cadets have indicated if scrambling were to be delayed, they wouldn't want to do it at all.

There was a discussion of trends of sexist behavior, sexual harassment and assault. LTG Caslen reviewed the percentages of perceived sexist behavior as well as percentages of personnel reporting sexual harassment or sexual assault. The question was raised of when this behavior begins, i.e., typically this type of behavior develops over the course of a lifetime, so when the New Cadets report for R-Day, they don't necessarily consider this a "bad" behavior. This type of attitude needs to be changed; how do you change entrenched beliefs/behaviors in just one or two years? Another question arose as to jurisdiction, whether CID was solely responsible to investigate allegations of sexual assault or if civilian police get involved. USMA staff responded that some assaults that occur off post are investigated by the local authorities, while in other instances, CID or the FBI will initiate an investigation. In some cases, the case is returned to USMA for adjudication.

Several Board members commended LTG Caslen on his efforts to change this type of culture and behavior and the strides that have been made in the area of sexual harassment and assault.

**Admissions Update:** LTC Timothy Viles gave a brief update on the Class of 2019. He noted that 304 candidates admitted had a parent who was a military veteran, as did 31 percent

of the SLE Class this past year. Ms. Fulton requested additional information from past years on the number of SLE attendees who came from a military family background.

The Class of 2019 built on the diversity of the Class of 2018, exceeding last year's historic numbers in both women and African Americans admitted. Applications for women were up 32 percent, African Americans up 14 percent, and Hispanics were up 6 percent. The graduation rate for women this year was the highest ever, with rates for African Americans and Hispanics the third-highest ever. The Admissions Office continues to strive to produce an even stronger Corps of Cadets. The Board asked why the retention rate for women was the highest in 15 years. LTC Viles responded that the Academy overall is retaining Cadets better. LTG Caslen noted that women had the highest retention rate, however their attrition rate was still higher than men's, at 19 percent compared to the entire class rate of 18 percent. Scholars, leaders, and athletes were then discussed.

**Diversity Update:** Dr. Donald Outing, Chief Diversity Officer for USMA, updated the Board on the ethnic composition of USMA's Staff and Faculty and the challenges that still exist. He discussed suggestions from the Diversity and Inclusion Office to achieve diversity within the Directorates. Each Directorate and Department is encouraged to improve their performance by improving the diversity within their faculty and staff, starting with encouraging Cadets in their Academic majors so that the candidate pool for future faculty positions is more inclusive.

Dr. Outing went on to discuss the demographics of the Regimental Tactical Officers (RTO). In 2014-2015, there were no female RTOs, so the Commandant and Brigade Tactical Officer (BTO) put great emphasis on developing a pool of diverse applicants. Now, there is an African American female, and two African-American male RTOs. The Members of the Board went on to discuss diversity in the Department of Military Instruction (DMI) and Department of Physical Education. Mr. Archuleta, last year, had asked how many Hispanic tactical NCOs there were in the Corps of Cadets, and the answer was "Zero." At this meeting, CSM Dawn Rippelmeyer responded DMI has a Hispanic NCO, and each regiment has at least one female Tactical NCO. Mr. Epstein asked if a woman Flag (or General) Officer had come to meet and talk to the Cadets; BG Thomson replied that BG Patricia Frost and MG Camille Nichols (both West Point graduates) came and spoke to the Cadets.

LTG Caslen gave a quick update on the Department Heads who are currently deployed, staying in touch with the operational Army; and finally, COL Green discussed the budget and where the Army stands in FY 15 and FY 16 for funding and personnel. The Army Cyber Institute was briefly discussed; LTG Caslen explained that ACI is an Army entity, not a USMA entity, and therefore funded by the Army.

**9. ADJOURNMENT.** There being no further comments, Ms. Fulton adjourned the meeting at 4:35pm. This concluded the 20 July 2015 Summer Meeting of the USMA Board of Visitors.

**Certified by:**



**BRENDA SUE FULTON**  
Chair  
USMA Board of Visitors



**DEADRA GHOSTLAW**  
Designated Federal Officer,  
USMA Board of Visitors

**Appendix:**  
**Attendance Roster**  
**SARB Follow Up to SEN Gillibrand's requests**



## ATTENDANCE ROSTER

### **Congressional Members:**

Senator Kirsten Gillibrand	Arrived 2:48pm	Departed 3:46pm
Senator Joni Ernst		
Congressman Steve Womack		

### **Presidential Appointees:**

HON Bob Archuleta	
Ms. Sue Fulton	
Mr. Patrick Murphy	Arrived 2:14pm
Ms. Liz McNally	
Mr. Ethan Epstein	
HON Gerald McGowan	

### **The following members were absent:**

Senator Chris Murphy  
Senator Richard Burr  
Congressman Steve Israel  
Congressman Mike Conaway  
Congressman Mike Pompeo  
Congresswoman Loretta Sanchez

**Based on the BOV attendance, a quorum was present.**

### **Other attendees:**

HON Debra Wada, Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA))  
LTC Stephen Ledbetter, XO to ASA(M&RA)  
MAJ Adam McCombs, SAFM-BUL  
MAJ James Crook, OCLL  
MAJ Iven Sugai, 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  
LTC William D. Voorhies, Superintendent's XO  
MAJ Terry N. Hilderbrand, Superintendent's Aide de Camp  
CSM David M. Clark, USMA Command Sergeant Major  
LTC Channing M. Greene, Jr., Secretary of the General Staff  
Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff and DFO  
Mr. Jeffrey Reynolds, Chief of Protocol/Alternate DFO  
BG John Thomson III, Commandant of Cadets (USCC)  
CSM Dawn Rippelmeyer, USCC Command Sergeant Major  
BG Timothy Trainor, Dean of the Academic Board  
COL Rob Dickerson, Directorate of Intercollegiate Athletics  
COL Landy Dunham, Commander, US Army Garrison-West Point  
CSM Joel Crawford, US Army Garrison-West Point Command Sergeant Major  
Ms. Lori Doughty, Staff Judge Advocate  
SFC Joel Figueroa, Superintendent Communications NCO  
Dr. Mike Matthews, Office of the Dean

Mr. John Melkon, Office of the Dean  
LTC James Osuna, USMA Inspector General  
Ms. Deborah Pool, USMA Deputy Chief of Staff/G8 (Resource Manager)  
Ms. Carol Sheffler, USMA G4 (Logistics/Cemetery Operations)  
Dr. Scott Silverstone, Office of the Dean  
Dr. Dennis Kelly, USMA G5 Office (Plans & Policy)  
LTC Timothy Viles, Directorate of Admissions  
LTC Frank Scherra, USMA Deputy G5 (Plans & Policy)  
LTC Douglas Moore, Staff Judge Advocate  
Dr. Jean Blair, Assistant Dean of the Academic Board  
MAJ John Spencer, USCC/Department of Military Instruction  
Ms. Theresa Brinkerhoff, Public Affairs Office  
LTC Christopher Kasker, Public Affairs Officer  
LTC Rapheal Hamilton, Director of Academy Advancement  
LTC Dana Allmond, USMA G1 (Military Personnel)  
MAJ Scott Fawcett, USMA Deputy G1 (Military Personnel)  
Dr. Donald Outing, Chief Diversity Officer  
Dr. Larry Mansour, Office of the Dean

**Additional Members of Congress/Invited Guests:**

Congresswoman Ann Wagner  
Ms. Gail Colvin, US Air Force Academy

**Legislative Assistants:**

Mr. Steve Curtis (SEN Burr)  
Mr. Alec Johnson (SEN Murphy)  
Ms. Moran Banai (SEN Gillibrand)  
Mr. Jabari White (SEN Ernst)  
Ms. Annie Yea (REP Sanchez)  
Ms. Jessica Schwartz (REP Israel)

**Members of the Public:**

Michael Randall  
Ms. Barbara J. (Bobbi) Scroggin  
Mr. Ken Farrell (SEN Gillibrand Security)  
BG (Ret) Samuel Lessey



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

***SECDEF Initiatives***

## **Board of Visitors: Due Outs**



UNITED STATES MILITARY ACADEMY

# WEST POINT. Board of Visitors :Due Outs

Recommendation	Action Office	Suspense	Update /discussion
<b>Peer group confidentiality mechanism</b>	USCC/SJA	<b>Monitoring:</b> AT USAFA, PEERS have been briefed that generally 95% of what's discussed can remain confidential, but if it involves evidence of criminal behavior, there's no privilege that would protect their communications. USNA: does not have confidential peer counselors.	IAW DoDI 6495.02 MAR 2013 Communications between the victim and a person other than the SARC/SAPR VA, Healthcare personnel are NOT confidential and do not receive the protections of Restricted Reporting.
<b>Peer counselors for cadet victims</b>	USCC/CPD	<b>Monitoring:</b> USNA: does not have confidential peer counselors. USAFA: There is a PEER program at USAFA that is quasi-confidential.	According to MRE 513, peer counselors are considered assistants to psychotherapists. Their communication with cadets are privileged communication with some limits of confidentiality similar to USAFA.
11/20/2015			2





UNITED STATES MILITARY ACADEMY

# WEST POINT. Board of Visitors :Due Outs

Recommendation	Action Office	Suspense	Update /discussion
<b>Survivor group for women &amp; cadets.</b>	<b>USCC</b>	<b>Monitoring:</b> USNA: Has a Survivor's Support Group. USAFA: Apparently one previously existed at USAFA.	COA Development and working through USCC CoC



**Group 1 (Civ-Mil Gap) - Hudson Rm**

Mr. John MelKon & Dr. Silverstone  
(Facilitators)  
Rep. Steve Israel (No-Jessica Schwartz)  
Mr. Bob Archuleta  
Ms. Brenda Sue Fulton  
Mr. Patrick Murphy  
Hon. Debra Wada, ASA (M&RA)  
COMDT  
CSM USMA

**Group 2 (WP Value to Nation) - Blue Rm**

COL Suzanne Nielsen (Facilitator)  
Sen. Joni Ernst  
Sen. Chris Murphy (No-Alec Johnson)  
Ms. Elizabeth McNally  
Mr. Gerald S. McGowan  
CoS  
CSM USCC

**Group 3 (Generational Change) - Gray Rm**

Dr. Mike Matthews (Facilitator)  
Sen. Richard Burr (No-Steve Curtis)  
Sen. Kirsten Gillibrand (No-Moran Banai)  
Rep. Loretta Sanchez (No-Annie Yea)  
Rep. Stephen Womack  
Mr. Ethan Epstein  
DEAN  
DAD  
DPE  
Coach Alberici (Men's Lacrosse)

**Not Attending:**

Rep. Mike Conaway (No)  
Rep. Mike Pompeo (No)



**How can West Point bridge the Civil-Military gap?** Over the past decade America's long war in both Iraq and Afghanistan has produced a gap of misunderstanding between those who serve in the military and the larger public. We know that West Point can play a role in helping the Army bridge this gap, and we are looking for areas in which we can serve this role.

**Discussion questions:**

1. What is the nature of this civ-mil gap? Is there really a problem with trust in the military from American citizens? Or just a sense that the military stands apart from the rest of American society?
2. Why does the gap exist? What has changed?
3. What are the goals for an effort to address a civ-mil gap by West Point? What are we trying to achieve through these efforts?
4. How far is West Point's reach?
5. Who is the target civilian audience for West Point efforts: civilian college students? Higher education community? Community and business leaders? General American citizens?
6. What is the impact of the opportunity costs of these efforts? (time, resources, personnel?)
7. What are the best ways to bridge the gap?
8. Are cadets isolated from American society? Do we give them enough opportunities to engage with civilian peers to develop mutual understanding, trust and respect?

**Insights and Recommendations**



**Why is America's investment in West Point worthwhile?** This is a recurring issue, as questions about the cost effectiveness and value of the service academies appear in the media every two to three years. West Point provides a 47-month experience designed to develop leaders of character for the Army through integrated and interrelated developmental programs in four areas: academic, military, physical, and character. Although many understand and appreciate West Point's value, others do not.

**Discussion questions:**

1. Does West Point adequately communicate the value of what it does to the American people? In other words, does West Point have a problem?
2. If the value of West Point is currently in question, or comes into question in the future, what is the best way to respond?
3. What articulation of West Point's value is most likely to resonate?
4. Who is best positioned to deliver West Point's value proposition, and through what medium should it be delivered?

**Insights and Recommendations**



**How is this generation of incoming candidates changing?** And how does West Point's character, military, intellectual and physical leader development models need to change to accommodate this generation? Research shows the current generation of teenagers are more materialistic and less interested in working hard than the baby boomers. They are reliant on social networking to communicate ideas. In November 2014, DoD said more than 70% of young people are unable to serve in the military due to educational requirements, criminal background investigations, and weight. We have to fully understand how these and other generational changes in the students we are recruiting and admitting to West Point impact our program at the Academy.

**Discussion questions:**

1. How do the social, economic, political, and technological experiences of Millennials differ from past generations, and how is West Point impacted?
2. Should West Point's admissions standards change based on this generation? If so, how?
3. The shift from Industrial age warfare to information age warfare changes the cognitive, physical, and social competencies required of Soldiers and Officers. How might West Point change its academic, physical, and leader development strategies to account for this evolution of warfare?
4. Give thought to how the characteristics and attributes of future West Point cadets may impact character and its development.
5. Also, what might these characteristics and attributes imply for SHARP issues? Implications for selection, training and educating, and cadet development?

**Insights and Recommendations**



## **USMA Board of Visitors Meeting**

**20 July 2015**  
**West Point, NY**

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### ***Agenda***

- Opening Remarks
- Administrative Topics
  - Proposed BoV Date
- Superintendent Topics
  - Construction update
  - Cadet Summer Training Highlights
  - Legislative Issues
  - Class of 2019
  - SA/SH Statistics
  - Sexual Assault Prevention and Response Office Visit
  - Faculty and TAC demographics
  - Faculty Operational Experience Update
  - Budget

6





## **Opening Remarks**

7



## **Proposed BoV Date**

**Monday, 16 November 2015 (in DC)**

8



## Superintendent Topics



**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.**



**West Point is the preeminent leader  
development institution in the world.**

*"Inspired to serve."*

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- **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.
- **New York City.** Continue to build our partnership with New York City.
- **Beat Navy!**

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## AY 2015 Highlights

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## Graduate Scholarship Winners Class of 2015



Kaiwen Lin  
Fulbright Scholar  
(Taiwan) <sup>1</sup>



William Moore  
Truman Scholar



Daniel Glockler  
Fulbright Scholar  
(Taiwan)



Courtland Adams  
Fulbright Scholar  
(Australia)



Frederick Ulrich  
Lincoln Labs  
Fellowship  
(Northeastern) <sup>2</sup>



Brittney Murray  
GEM Fellowship  
(Univ. of Alabama)



Amy Saxton  
Anna Sobel Levy  
Fellowship



Jon Lindefield  
Rotary Scholar  
(Trinity College  
Dublin) <sup>3</sup>



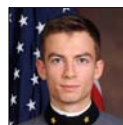
Robert Hume  
Rotary Scholar  
(Cambridge)



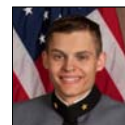
Zachary Lee  
Lincoln Labs  
Fellowship  
(MIT) <sup>4</sup>



Christopher Wink  
Lincoln Labs  
Fellowship  
(MIT) <sup>5</sup>



Daniel Brownfield  
Truman Scholar



Kyle Geiser  
Draper Lab  
Fellowship  
(MIT)



Paul Asare Agyapong  
Draper Lab Fellowship  
(Northeastern)



Seamus Bann  
Lincoln Labs  
Fellowship  
(MIT)

### Since 2010:

- 40 Rotary
- 10 Truman
- 8 Fulbright
- 6 Rhodes
- 6 NSF
- 5 GEM
- 3 Marshall
- 3 East-West
- 2 NPS
- 1 Hertz

### USMA National Ranking

- Hertz: 4<sup>th</sup> (39 total)
- Rhodes: 5<sup>th</sup> (94 total)
- Truman: 6<sup>th</sup> (35 total)
- Marshall: 7<sup>th</sup> (36 total)

**23 Members of  
the Class of  
2015 will  
attend Medical  
School**



Rachel Oliver  
NSF Graduate Research  
Fellowship<sup>6</sup>

1: Also won East-West 3: Also won Fulbright 5: Also won Rotary  
2: Also won Fulbright & Draper 4: Also won Draper 6: Deferred due to service transfer

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- All 36 Cadet Companies fielded a team
- 8 International (UKx2, Germany, Japan, Korea, Chile, Canada, Qatar)
- 13 other External teams from ROTC, Sister Service, and OCS

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### Individual Achievements



CDT Alex Tardieu '16  
2014 Ray Guy Award Nominee



CDT Winston Boldt '15  
Senior CLASS Award Finalist



CDT Kelsey Minato '16  
All Patriot League 1<sup>st</sup> Team



CDT Joe Drummond '15  
2015 Medal of Honor Bowl



CDT Larry Dixon '15  
2015 East-West Shrine Game



CDT Terry Baggett '15  
NFFS Scholar-Athlete



CDT Tyler Pham '18  
AHA Rookie of the Year



CDT Will Viana '15  
Patriot League Men's Swimming  
and Diving Scholar-Athlete of the  
Year



CDT Carolyn Bockrath '18  
Patriot League Rookie of the Year

### Team Achievements

#### Qualified for Patriot League Tournament

- Men's and Women's Soccer
- Men's Lacrosse
- Women's Volleyball

#### Victories over Navy

- Golf
- Men's Rugby
- Women's Rugby
- Women's Basketball
- Rifle
- Gymnastics
- Men's Tennis
- Wrestling (\*)
- Women's Track & Field

*(\*)Army Wrestling defeated Navy for the first time in 17 years! 4 Wrestlers qualified for NCAA tournament*

#### Victories over Air Force

- Women's Lacrosse
- Men's Rugby
- Women's Rugby
- Men's Basketball
- Women's Basketball

**Class of 2015 has Highest NCAA winning percentage since Class of 1995 (20 years)**

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## BattleFrog College Championship 2015

### Army West Point's Team:

- Cadet Danny Camacho, '16
- Cadet Kayla Carpenter, '17
- 2LT Chris Ochs, '15
- Cadet Nicole Heavirland, '18
- 2LT Tyree Meadows, '15 (Manager)

### The Field of Competitors:

USC	Michigan	Texas A&M
Penn St.	Virginia	Alabama
NC State	Illinois	Florida
Wisconsin	Ole Miss	Virginia Tech
Kentucky	Miami	Syracuse

### The Course and Competition:

- 400-meter relay over 20 obstacles
- Single elimination tournament
- \$10,000 grand prize and Trident Cup
- Demands speed, strength, skill, teamwork
- Broadcast on ESPN2 and ESPNU



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## ODIA Rebranding Army West Point



**ARMY WEST POINT™**



*"Honor the future, yet never forget the past."*

--GEN Douglas McArthur 8



## **Construction Update**

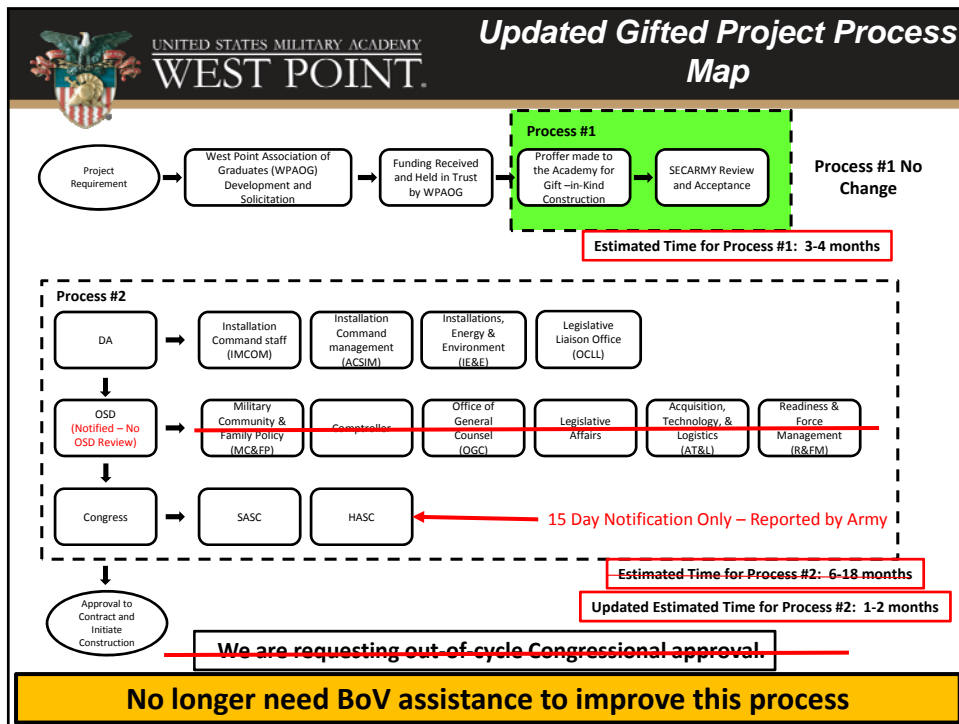
19



## **Gift-funded Construction Approval Process Update**

**(Due out from March 2015 BoV)**

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**UNITED STATES MILITARY ACADEMY  
WEST POINT**

## Updated Process

Current Guidance from Army Gift Program, OAA:

- Gifts of construction that would have otherwise been APF-funded projects will follow 10 USC Section 2802(e)
  - Eliminates the OUSD P&R Review Process
  - Eliminates the need for Congressional approval and inclusion in NDAA
  - Army reports the project directly to Congress
  - Congress has 15 Days to review and comment
  - Barring any congressional holds, construction begins on the 16<sup>th</sup> day
  - Projects under \$1M are approved at the Army Level – no congressional notification or approval required
  - Section 2802 does not have a submission cycle so an “Out of cycle exception” is no longer required
- Army OGC is preparing a proposal to OSD GC that gifts of construction that would have otherwise been NAF-funded also be allowed to follow the reporting requirement at 10 USC 2802(e) – vice the more complex process required by DODI 7700.18.

DODI 7700.18 (15Dec04): Commissary Surcharge, Nonappropriated Fund (NAF), and Privately Financed Construction Reporting Procedures

10 USC Section 2802: Military Construction Projects

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## Current Projects

### MILCON

Davis barracks \*

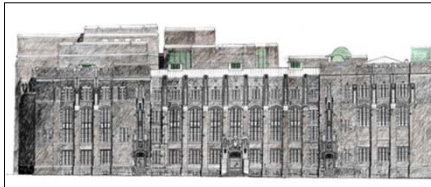


### SRM

Barracks renovation



Bartlett science center \*



Academic Building renovation



**\* Funded**

23



## Future MILCON

Multi- Purpose Academic Center



Wastewater plant \*



Chiller \*



Army Cyber Institute (Spellman Hall)



**\* Funded**

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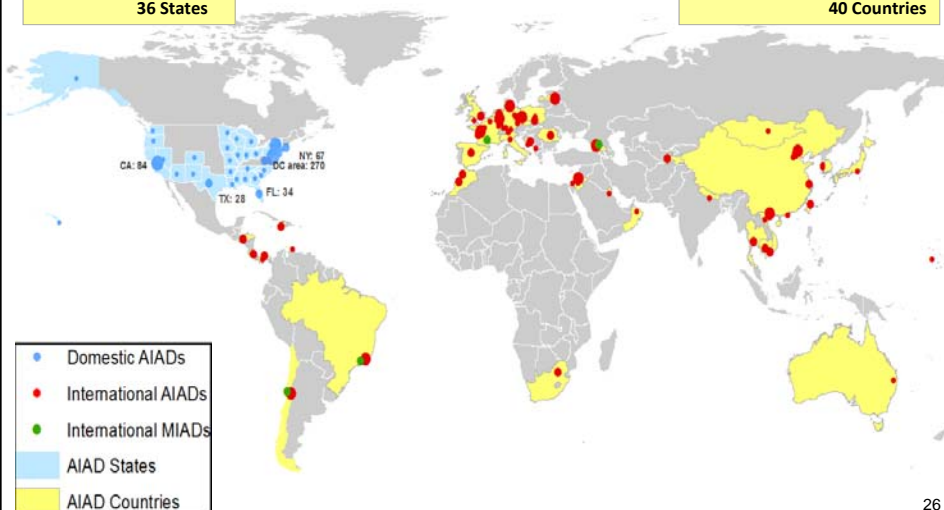
## Cadet Summer Training Highlights

25

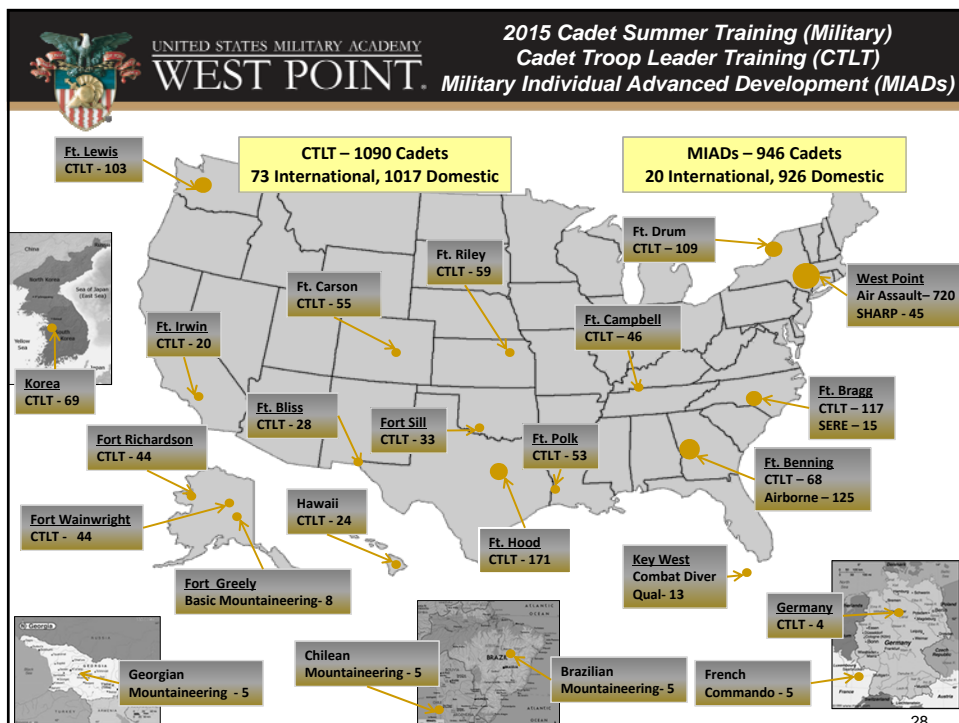


**Domestic:** 720 Cadets  
283 Projects  
36 States

**International:** 322 Cadets  
78 Projects  
40 Countries



26





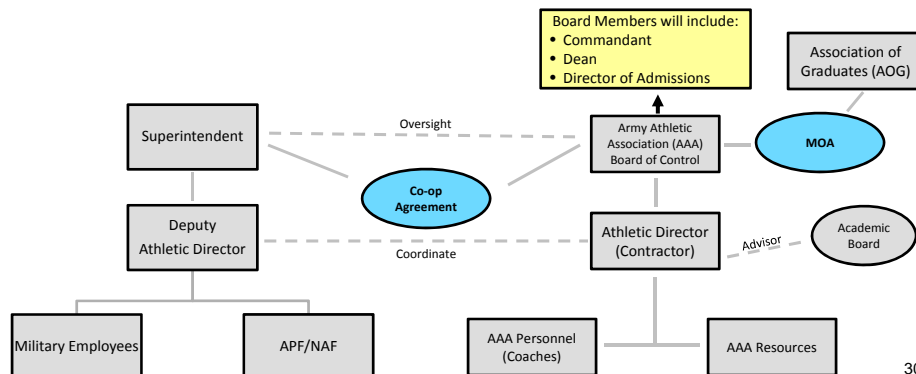
## Legislative Issue

29



## Cooperative Agreement Legislation

- ❑ We submitted a legislative proposal that would authorize (but not require) that the AD be an employee of the Army West Point Athletic Association
  - Salary will come from the AWPAA
    - AWPAA has ability to raise funds from operations, donations
  - Deputy Military AD will participate in Academy governance & steward government resources
- ❑ The legislation, if enacted, would also authorize USMA to enter into a sole-source Cooperative Agreement with the AWPAA to provide supplies and services to USMA's athletic program



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- In Senate FY16 NDAA mark
- Call w/HASC PSMs 10 July 2015-HASC PSMs approved of language
- Formation of AWPAA ongoing
  - Applications go to both NYS & IRS
  - Interim board of directors identified
    - Jodie Glore: President
    - Rollie Stichweh: Vice President
    - Gus Fishburne: Treasurer
    - Stephanie Menio: Secretary
    - Gary Giglio: Member

**Request Senate & House final approval for language in FY16 NDAA**

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## **Class of 2019 Update**

**LTC Timothy Viles**  
(Deputy Director for Admissions)

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**Classes 2015-2019 Comparison**

	2019	2018	2017	2016	2015
Files Opened	14,635	15,060	15,407	15,170	13,954
Women	4,388	3,334	3,125	3,069	2,756
Black	1,987	1,747	1,871	1,904	1,611
Hispanic	1,629	1,538	1,711	1,545	1,469
Athletes	590	513	494	663	714
Scholars	1,997	2,138	1,683	1,558	1,575

• Flat trend in open files

• Increasing Trends in:

- Women +32%
- Blacks +14%
- Hispanics +6%

• Enrolled 1263 New Cadets

- 1246 US Cadets
- 17 International

• Continued emphasis on increasing diversity and talent across all domains



**Final R-Day Enrollment Numbers (2014-2019)**

CLASS	2015 (R-Day)	2015 (Grad)	2016	2017	2018	2019	Population %
African Americans #Admitted (Goal)	10.7% 135 (12-15%)	24% → 9.9% 103 (12-15%)	8.6% 104 (12-15%)	9.5% 112 (12-15%)	13.9% 169 (11-13%)	15.0% 190 (>14%)	US – 13.1% Officer – 13.2% Enlisted – 22.5%
Hispanics #Admitted (Goal)	9.6% 123 (9-12%)	24% → 9.0% 94 (9-12%)	8.6% 103 (9-12%)	11.7% 128 (9-12%)	10.1% 122 (9-12%)	11.4% 144 (>11%)	US – 16.9% Officer – 7.0% Enlisted – 13.5%
Asians #Admitted (Goal)	6.1% 79 (4-6%)	13% → 6.6% 69 (4-6%)	7.1% 86 (4-6%)	7.1% 86 (4-6%)	7.8% 94 (4-6%)	7.8% 99 (>5%)	US – 5.1% Officer – 4.9% Enlisted – 2.5%
Women #Admitted (Goal)	16.9% 214 (14-20%)	19% → 16.7% 173 (14-20%)	15.9% 192 (14-20%)	15.8% 188 (14-20%)	21.8% 264 (>20%)	22.0% 278 (>20%)	US – 50.8% Officer – 16.5% Enlisted – 13.0%
Scholars #Admitted (Goal)	34.5% 438 (>30%)	16% → 35.4% 368 (>30%)	33.9% 404 (>30%)	35% 418 (>30%)	38.4% 465 (>30%)	36.0% 455 (>30%)	<b>Class of 2015</b>
Leaders #Admitted (Goal)	22.2% 280 (>25%)	12% → 22.2% 246 (>25%)	25.5% 304 (>25%)	27.3% 326 (>25%)	22.9% 277 (>25%)	25.6% 323 (>25%)	- Women had the highest retention rate in over 15 yrs
Athletes #Admitted (Goal)	15.9% 201 (18-23%)	21% → 15.2% 158 (18-23%)	18.5% 221 (18-23%)	17.5% 210 (18-23%)	21.5% 260 (>23%)	21.1% 266 (>23%)	- African American & Hispanic retention rates increased by 4% & 2%, respectively, above their 15 year averages
Soldiers #Admitted (Goal)	6.0% 76 (>7%)	34% → 4.8% 50 (>7%)	8.5% 102 (>7%)	10.8% 129 (>7%)	7.6% 92 (>7%)	6.5% 82 (>5%)	
Class Size	1267	18% → 1039	1192	1193	1212	1263	



## SHARP Update

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### SH/SA Report Status

**AY 2015 (to date) compared to this time in AY 2014  
(1 Jun 14-31 May 15 versus 1 Jun 13-31 May 14)**

					Info on Alleged Victim					Alleged Assailant (Cadet/Cadet)		
	Reports	Cadet on Cadet	Peer on Peer	Superior w/ Subordinate (Cadets)	Cadet Class 4,3,2,1	Other (Soldier)	UNK	W	M	Cadet Class 4,3,2,1	Officer/ Soldier	UNK
AY 2013-14	9	6	5	1	9	0	0	8	1	6	0	0
AY 2014-15	18	11	8	3	4,2,3,4	1	4	18	1	3,3,4,2	3	3

#### AY 2014-15

- Substantiated with Action 6
- Ongoing Investigation 4
- Not Substantiated 8  
(Includes 4 with UNK victims)

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- Dr Nate Galbreath, Senior Executive Advisor, Accountability and Assessment, DOD SAPRO, and a team of Subject Matter Experts from Army and DOD conducted an onsite assessment of our SHARP program from 22-26 June 2015.
- Ms Monique Ferrell, Army SHARP Director, was the senior DA representative.
- The purpose of the assessment was twofold;
  - comply with Federal Law requiring the Defense Department to conduct annual assessments of each Military Service Academy (MSA)
  - determine the effectiveness of policies, training, and procedures with respect to sexual harassment and sexual violence involving Academy personnel.
- Key areas of Interest for Academic Year 14-15:
  - Prevention Strategy and Implementation
  - Social Retaliation among peers
  - Male Victims
  - Command Climate Assessments and Outcome based metrics
  - Institutional Alcohol Policies
  - Efforts to address Prevalence

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**BLUF:** Dr Galbreath determined that our SHARP program is currently in full compliance with DOD programs and policies. In his words, we have no showstoppers, fine tuning only.

**Commendable:**

- Athletic Department's use of an external agency to ID inappropriate athlete social media footprints and create teachable moments ("The Mom Test")
- USCC formalized CASH/A to now better communicate SHARP concepts in small groups
- USMA identified their character development program (Gold Book) as a key means to promote prevention of SA/SH
- Keller hospital developed an innovative victim self-care program
- USMA uses a case reports decision support template to analyze assault trends

**Recommendations:**

- Adapt the POTUS metrics for briefing program health at USMA. All three MSAs use different metrics - want to align all MSAs under consistent 12 POTUS metrics.
- HQ USACID review the policy for investigating cases with unknown victims, inflates unfounded case numbers
- Adopt USNA code of conduct contract for teams and coaches as a shared best practice
- Contact USAFA reference healthy relationship training

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# UNITED STATES MILITARY ACADEMY WEST POINT.

## Periodic Development Review

Not Observed (NO)
Unsatisfactory (U)
Developing (D)
Effective (E)
Exceptional (A)

Graduating Class	AT Co	Course / Detail	Unit (e.g. CO/PL/SGT)	Position	COT's Last Name, First Name	Report Date
Report Type	Initial / Mid Term / Final	Evaluator Position	Evaluator Rank	Evaluator (Last Name, First Name)		Report Date
<b>Attributes: Traits that enable the core leader competencies to be performed with greater effect</b>						
<b>Character: Factors internal to a leader that constitute an individual's core.</b>						
<b>Army Values (AV):</b> Lives, acts and teaches loyalty, duty, respect, selfless service, honor, integrity, personal courage.						
<b>Empathy (EM):</b> Able to see something from another person's point of view, identifies with and enters into another person's feelings and emotions.						
<b>Warrior Ethos/Service Ethos (ET):</b> Shows attitudes and beliefs that embody the spirit of the Army profession for soldiers and Army civilians alike.						
<b>Discipline (DI):</b> Controls own behavior according to Army values, ethics and adheres to policy/practice; does what is simple, tough and always right.						
<b>Presence: Leader's outward appearance, demeanor and actions</b>						
<b>Military and Professional Bearing (MB):</b> Projects a commanding presence and professional image of authority.						
<b>Physical Fitness (PF):</b> Has sound health, strength, and endurance that supports one's structural health and conceptual abilities under stress.						
<b>Confidence (CN):</b> Projects self-confidence and assurance, demonstrates competence and grace, acts and conducts with confidence, self-control and courage.						
<b>Resilience (RE):</b> Shows a tendency to recover quickly from setbacks, shock, adversity, stress or injury while maintaining a mission and organizational focus.						
<b>Intellect: Leader's conceptual abilities and effectiveness</b>						
<b>Mental Agility (MA):</b> Flexible of mind, anticipates or adapts to ever-changing conditions, improves, able to apply multiple perspectives and approaches.						
<b>Innovation (IN):</b> Able to introduce new ideas based on opportunity or challenging circumstances, original in thoughts and ideas, creative.						
<b>Expertise (EX):</b> Possesses facts, beliefs, and logical assumptions in relevant areas, technical, tactical, cultural and geographical knowledge.						
<b>Sound Judgment (SJ):</b> Assesses situations and draws feasible conclusions, makes sound and timely decisions.						
<b>Personal Tact (PT):</b> Has capacity to understand interactions with others, aware of how others see you and how to interact with them effectively.						
<b>Lead: Application of character, presence, intellect and abilities toward a common goal</b>						
<b>Leads by Example (LE):</b> Provides the example to others, serves as a role model, maintains high standards in all aspects of behavior and character.						
<b>Leads Others (LO):</b> Motivates, inspires, and influences others to take initiative, work toward a common goal, and accomplish critical tasks and missions.						
<b>Builds Trust (BT):</b> Improves subordinates, encourages initiative, reinforces accountability and allows open communication.						
<b>Extends Influence Beyond CoC (IB):</b> Influences others outside CoC, promotes values of integrity, diplomacy, negotiation, conflict resolution and coordination.						
<b>Communicates (CM):</b> Clearly expresses ideas to ensure understanding, actively listens to others, and employs effective communication techniques.						
<b>Develops: Fosters team work, initiative, and accepts personal responsibility</b>						
<b>Creates a Positive Environment (PE):</b> Establishes and maintains positive expectations/attitudes to support effective work behaviors, relationships and organization.						
<b>Prepares Self (PS):</b> Conducts self-study, aware of their limitations and strengths and seeks self-development, continues to improve and prepare for leadership roles.						
<b>Develops Others (DO):</b> Motivates and supports others to grow as individuals and teams, prepares others for success, makes the organization versatile and productive.						
<b>Stewardship of the Profession (SP):</b> Acts to improve the organization beyond their own tenure and supports development opportunities for subordinates.						
<b>Achieves: Sets objectives / focuses on mission accomplishment</b>						
<b>Gets Results (GR):</b> Consistently produces results, develops and executes plans while providing direction, guidance and clear priorities towards mission accomplishment.						
<div style="display: flex; justify-content: space-between;"> <div>           Most Qualified <input type="checkbox"/>            Qualified <input type="checkbox"/>            Not Qualified <input type="checkbox"/> </div> <div>           General Comments (Optional)         </div> <div>           Evaluator Signature         </div> <div>           Rated Cadet Signature         </div> </div>						

Reference: ADP 6-22, Army Leadership, August 2012

# UNITED STATES MILITARY ACADEMY WEST POINT.

## Character Program Linkage to Periodic Development Review

### Character

Entry

Commission

PDR Summary										Cadet															GY	AY Co	
Date	Type	AT Co	Course	Position	Enrollment	Assessor	Character	Presence	Lead	Develop	Communicate	Teamwork	Resilience	Discipline	Warrior Ethos	Service Ethos	Discipline	Warrior Ethos	Service Ethos	Discipline	Warrior Ethos	Service Ethos	Discipline	Warrior Ethos	Service Ethos	2015	4th
23 Jan 15	Self	2014-2	MD2012	TN1 LDR	Initial																						
08 Dec 14	Interim	2014-2	MD2012	TN1 LDR	Final	CPT WILLIAM BUCHHEITZ																					
08 Dec 14	Cad	2014-2	MD2012	TN1 LDR	Final	CPT AUSTIN SCHULTZ																					
23 Nov 14	Peer	2014-2	MD2012	TN1 LDR	Final	CPT TYLER ANDERSON																					
07 Oct 14	Cad	2014-2	MD2012	TN1 LDR	Mid Term	CPT AUSTIN SCHULTZ																					
08 Oct 14	Cad	2014-2	MD2012	TN1 LDR	Mid Term	CPT KYLE O'LEARY																					
24 Aug 14	Self	2014-2	MD2012	TN1 LDR	Initial																						
24 Aug 14	Cad	2014-2	MD2012	CPT MGR	Final	CPT KENNETH BROWN																					
02 Mar 14	Peer	2014-2	MD2012	MGR	Final	CPT ORSON BOYLAND																					
22 Apr 14	Cad	2014-2	MD2012	MGR	Final	CPT EDWARD NERBERG																					
04 May 14	Cad	2014-2	MD2012	MGR	Mid Term	CPT EDWARD NERBERG																					
06 Feb 14	Self	2014-2	MD2012	MGR	Initial																						
Summary by: Soldiers in Progression:							48	5.92	5.72	5.92	5.92	5.92	5.92	5.92	5.92	5.92	5.92	5.92	5.92	5.92	5.92	5.92	5.92	5.92	5.92	5.92	5.92

PDR Summary										Cadet															GY	AY Co	
Date	Type	AT Co	Course	Position	Enrollment	Assessor	Character	Presence	Lead	Develop	Communicate	Teamwork	Resilience	Discipline	Warrior Ethos	Service Ethos	Discipline	Warrior Ethos	Service Ethos	Discipline	Warrior Ethos	Service Ethos	Discipline	Warrior Ethos	Service Ethos	2015	4th
23 Jan 15	Self	2014-2	MD2012	DEP BDR CD	Initial	CPT WINSTON BOLTON																					
11 Dec 14	Interim	2014-2	MD2012	DEP BDR CD	Final	MAJ ANDREW BRETTON																					
09 Dec 14	Interim	2014-2	MD2012	DEP BDR CD	Final	CPT WILLIAM ANDERSON																					
08 Dec 14	Interim	2014-2	MD2012	DEP BDR CD	Final	CPT SCOTT NARBONNE																					
08 Dec 14	Interim	2014-2	MD2012	DEP BDR CD	Final	CPT TYLER ANDERSON																					
09 Dec 14	Cad	2014-2	MD2012	DEP BDR CD	Final	CPT AUSTIN WELCH																					
08 Dec 14	Interim	2014-2	MD2012	DEP BDR CD	Final	CPT BOB W. ANDERSON																					
09 Nov 14	Interim	2014-2	MD2012	DEP BDR CD	Final	CPT ANTHONY WOLF																					
23 Aug 14	Self	2014-2	MD2012	DEP BDR CD	Initial	CPT TRINA KNOBERT																					
12 Oct 14	Cad	2014-2	MD2012	DEP BDR CD	Mid Term	CPT AUSTIN WELCH																					
30 Sep 14	Peer	2014-2	MD2012	DEP BDR CD	Final	CPT DANIEL BROWN																					
05 May 14	Self	2014-2	MD2012	DEP BDR CD	Initial	CPT DANIEL BROWN																					
02 May 14	Cad	2014-2	MD2012	DEP BDR CD	Final	CPT DANIEL BROWN																					
03 May 14	Peer	2014-2	MD2012	DEP BDR CD	Final	CPT DANIEL BROWN																					
30 Apr 14	Peer	2014-2	MD2012	DEP BDR CD	Final	CPT DANIEL BROWN																					
30 Apr 14	Interim	2014-2	MD2012	DEP BDR CD	Final	CPT DANIEL BROWN																					
24 Apr 14	Interim	2014-2	MD2012	DEP BDR CD	Final	CPT DANIEL BROWN																					
24 Apr 14	Interim	2014-2	MD2012	DEP BDR CD	Final	CPT DANIEL BROWN																					
24 Apr 14	Interim	2014-2	MD2012	DEP BDR CD	Final	CPT DANIEL BROWN																					
04 May 14	Cad	2014-2	MD2012	DEP BDR CD	Mid Term	CPT DANIEL BROWN																					
10 Feb 14	Self	2014-2	MD2012	DEP BDR CD	Initial	CPT WINSTON BOLTON																					
Summary by: Soldiers in Progression:							54	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96	5.96



## Faculty and Staff Diversity

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### Staff and Faculty Strategy Find Them and Grow Them

Staff & Faculty	Women	Caucasian	Black	Hispanic	Asian / Pacific Islander	American Indian / Alaska Native	Other
Enlisted	15.6%	53.1%	34.4%	12.50%	0.0%	0.0%	0.0%
Officer	13.3%	87.1%	4.7%	4.0%	3.1%	0.4%	0.7%
Title 10 Civilian Faculty	28.4%	91.0%	2.4%	0.9%	4.3%	0.0%	1.4%
Title 5 Civilian Staff	53.6%	84.2%	8.4%	3.1%	2.5%	0.0%	1.8%

- 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
- Department Head Analysis of Potential Faculty Diversity
  - Department/Directorate Heads do the analysis and individually present the results to the Dean and Supt
  - NOT a quota.
  - The real power is:
    - Doing the work to figure out what may be possible is a motivator.
    - Presenting the results to the Dean/Supt is a motivator.
    - If the analyses are done correctly, the results pre-empt the excuses for not having diverse faculty/staff.
    - The departments/directorates that do the right thing feel rewarded because the Dean/Supt asked.

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## Example Department Diversity Analysis

Category	Faculty (65 Assigned on 2012 TDA)						
	Goal	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Women (15%)	9-10	16	14	11	11	7	7
African-American (7%)	4-5	4	7	9	10	7	7
Asian-Pacific (4%)	2-3	2	2	4	2	2	2
Hispanic (4%)	2-3	3	2	3	3	3	1
Native American (1%)	1	0	0	0	0	0	0

\*Based on analysis that includes the demographic make-up of:

- Corps of Cadets (customer)
- Army Officer Corps (source of military faculty)
- Army officers with BS STEM disciplines that can support Math/Stats/OR graduate school
- Nation-wide Math/Stats/OR professionals
- Nation-wide faculty in Math disciplines
- College enrollments in Math disciplines
- Future college enrollments in Math disciplines
- Other

The 4 year forecast allows for better management of faculty diversity and identification of potential shortfalls.

↑  
AY 15-16  
all military  
personnel



## Regimental Tactical Officer Demographics

### 2014-15

<u>NAME</u>	<u>BRANCH</u>	<u>GENDER</u>	<u>RACE</u>	<u>SOURCE</u>
➤ LTC STEVE RUTH	IN	MALE	AA	ROTC
➤ LTC KEVIN MCANINCH	MI	MALE	CAUC	USMA
➤ LTC MATT STADER	FA	MALE	CAUC	USMA
➤ LTC ALEX DEVARONA	IN	MALE	CAUC	ROTC

### 2015-16

<u>NAME</u>	<u>BRANCH</u>	<u>GENDER</u>	<u>RACE</u>	<u>SOURCE</u>
➤ LTC STEPHEN STASEVICH	FA	MALE	CAUC	USMA
➤ LTC LEEVAINE WILLIAMS	MP	MALE	AA	OCS
➤ LTC MARCUS WILDY	IN	MALE	AA	ROTC
➤ LTC TOSIE ANDREWS	LG	FEMALE	AA	USMA



## Faculty Operational Experience Update

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### Senior Faculty Currently Engaged in Operational Experience

- **6 x Current PUSMAs in-progress (5 Dept Heads, 1 Deputy Dept Head):**
  - COL Bernie Banks (BS&L): USASOC, CAG, Afghanistan
  - COL Barry Shoop (EECS): USARAF
  - COL Ed Naessens (PANE): CoS, NTMA, Afghanistan (1 year)
  - COL Cindy Jebb (SOSH): Iraq
  - COL Rob Kewley (DSE): Army Material Systems Analysis Activity, APG
  - COL Fred Meyer (CME): DPW, National Training Center
- **3 x Rising PUSMAs (2 in-progress, 1 planned):**
  - COL Everett Spain (BS&L): JSOC J3/5/7
  - COL John Baskerville (DFL): ARCENT, Kuwait
  - COL Jim Raftery (EECS): USCYBERCOM (Sep 2015-Aug 2016)
- **12 x Academy Professors in-progress, serving the following units/organizations:**

➢ PACOM/USARPAC	➢ Kuwait
➢ CSA SSG	➢ USACE (Seattle)
➢ DARPA	➢ ASA/IEE
➢ DoD/OMP	➢ CJTF-HOA
➢ Korea	➢ IRAQ (x2)
➢ STRATCOM J9	

FY15  
21 Total

- *FY14 Approved OEs: 19 total (1 x PUSMA; 2 x Rising PUSMA; 16 x Academy Professors)*
- *Expected for out years: 25 +/- 5 each FY*

4

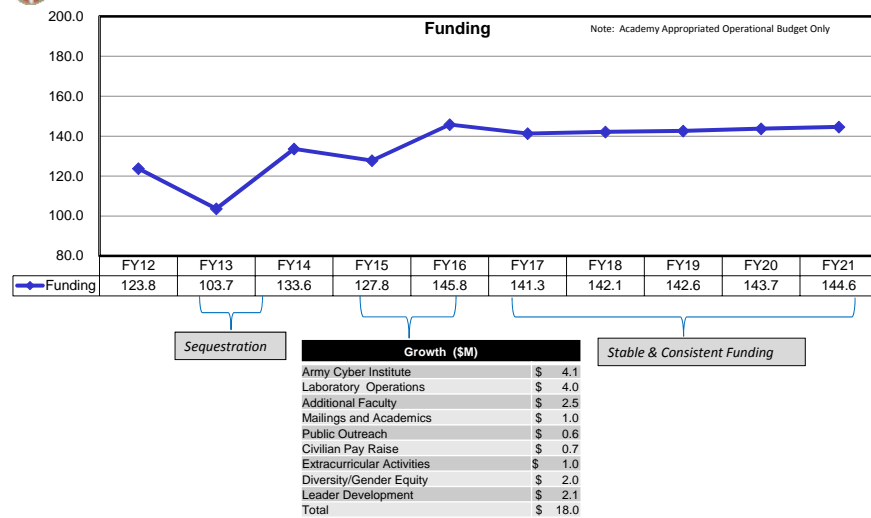


## USMA Budget

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## Operational Budget 2012-2020



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## Staffing Reductions 2016-2020

### Start Point (CSA 24 Apr 14)

USMA		2016	2017	2018	2019	2020	TOT
MIL Reductions		-24	-24	-24	-25	0	-97
CIV Reductions	Annual Target	-16	-27	-23	-7	0	-73
TOT USMA Reductions	Annual Target	-40	-51	-47	-32	0	-170

- USMA Reductions numbers briefed to CSA in impact slide

### End Point (9 Jun 15)

USMA		2016	2017	2018	2019	2020	TOT
MIL Reductions		-17	0	0	0	0	-17
CIV Reductions	Annual Target	-16	-8	-13	-15	-10	-62
TOT USMA Reductions	Annual Target	-33	-8	-13	-15	-10	-79

- No Military Cuts in FY17 – FY20
- 37 total civilian reductions through FY18; ramp eased for total civilian reductions through FY20
- CSA approved 100% military staffing for FY15, FY16 vs 80%

**CSA involvement Reduced USMA's Staffing cuts by 54%**



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FOUO

As of: 3 NOV 2015 1600

**Board of Visitors Meeting  
West Point  
15-16 November 2015  
Agenda**

**Board Business:** Meeting Dates for 28 March or 4 April (West Point)

**USMA Update:**

***Agenda Items:***

Superintendent's Update:  
Key Past/Upcoming Events Since last Board of Visitors Meeting  
Achievements/Accomplishments;  
Strategic Offsite (Assessment and Actions)  
Accreditation Update  
Cadet Summer Training Highlights  
Class of 2020 Admissions Update  
Class of 2016 Branching Update  
Intellectual Capital and Outreach to the Army (Faculty Operational Experience,  
Department of the Army/Department of Defense Research)  
New York City Outreach by Cadets  
Barracks Update  
Sexual Harassment/Assault Response Prevention and Cadets Against Sexual  
Harassment / Assault Program  
Plebe Pillow Fight  
Boxing, and Grand Alliance Concussion Study  
Budget update  
Adjourn - EOM

**MINUTES**  
**BOARD OF VISITORS FALL MEETING**  
**November 16, 2015**  
**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. **SUPERINTENDENT'S REMARKS.** Lieutenant General (LTG) Robert L. Caslen, Jr., USMA welcomed the Board members attending the meeting. Before beginning, LTG Caslen introduced several individuals, including the Commandant of Cadets, Athletic Director, Vice Dean, USMA Command Sergeant Major, Chief of Staff, G-5 (Policy/Plans), Director of Admissions, Designated Federal Officer, Sexual Harassment and Assault Response Prevention (SHARP) Program Manager and Staff Judge Advocate. He formally welcomed and introduced the newest member of the Board, Senator Chris Murphy, who was appointed in June 2015; welcomed Honorable Debra Wada, the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)); and thanked Congressman Steve Womack for his and his staff's assistance in reserving the room and sponsoring the meeting. LTG Caslen then reminded members of the requirement to be at meetings and the consequences of missing three consecutive meetings. He then shared the 2016 national college rankings from *Forbes Review*, which ranks West Point as one of the top institutions in the Nation, and discussed New York City engagements and the benefits this partnership has to West Point.

3. **CHAIRMAN'S REMARKS.** The Chairwoman, Ms. Brenda ("Sue") Fulton, thanked LTG Caslen for the introductions and introduced the Honorable Debra Wada.

4. **HON DEBRA WADA'S REMARKS.** Honorable Wada welcomed the opportunity to be at the meeting. First, she advised the Board that Congress's action on the budget for the next two years could cause some cuts across the services, which may or may not have an impact on West Point. She also commented that the Secretary of the Army is committed to ongoing efforts to address sexual assault and diversity in the Army and at West Point.

5. **ADMINISTRATIVE ANNOUNCEMENTS.** Colonel (COL) Wayne Green, USMA Chief of Staff, noted the last meeting of the Board of Visitors was held at West Point on July 20, 2015; a quorum was present and the Board of Visitors received updates on the Class of 2019 Admissions; Sexual Assault, Sexual Harassment Statistics, Sexual Assault Prevention and Response, Department of Defense (DoD) visit; Faculty Demographic Statistics; Faculty Operational Experience; Cadet Summer Training; Construction; and Budget.

6. **ROLL CALL.** 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.

7. **BOARD BUSINESS.**

a. Monday, March 28, 2016 and Monday, April 4, 2016 were proposed as possible dates for the 2016 Spring meeting of the Board. The date of Monday, April 4, 2016, was approved by voice vote.



b. The minutes from the July 20, 2015 meeting were approved.

c. The Chief of Staff informed the Board that the 2014 Annual Report was finalized.

d. Ms. Fulton commended the Army Football team for its action at the opening of a November home football game; in the wake of terrorist attacks on Paris, an Army football player ran onto the field with the French flag immediately behind the player carrying the American Flag, while French exchange cadets stood on the field, one holding the Army flag while the others saluted. Ms. Fulton commented on how moving the images were, expressing our solidarity with our French allies.

## **8. OTHER BOARD BUSINESS.**

### **a. USMA UPDATES.**

(1) The Superintendent thanked Ms. Fulton for her comments and mentioned that during the parade before the game, the French national anthem was played in addition to the American national anthem. LTG Caslen then updated the Board Members on his vision and priorities. He touched on character development and noted that effective leadership is a function of both competence and character. He further noted that a competent leader with failed character results in failed leadership. He added that he has slightly modified his priorities:

(a) Leader Development. The new Chief of Staff of the Army (CSA) charged the Superintendent to develop and produce military leaders prepared to fight and win America's wars.

(b) Eliminate sexual harassment and sexual assault at West Point and build a climate that is inclusive.

(c) Develop a winning culture – not winning at all costs, but winning with honor.

(d) Build a more diverse organization that more accurately reflects the diversity of America.

(e) Force Protection. The protection of Cadets, staff and faculty, their families and guests is very important. Strides have been made to make access to barracks more difficult by installing Common Access Card (CAC)/smart card readers on, mess hall doors, and some academic buildings. Further, thanks to Army support, 15 armed contract guards have been hired to provide security, including around the Cadet area, where Cadets had previously stood guard.

(f) New York City engagements, a priority given to LTG Caslen by GEN Odierno, the former CSA.

(g) Finally, Beat Navy!

(2) LTG Caslen updated the Board on some key events that occurred between July and November, which included:

(a) The Oath of Affirmation taken by Juniors at the start the Fall semester, in which they formally join the profession of arms. (The start of their first class in that year incurs an Army service obligation).

(b) The graduation of the first two women from Ranger School, both USMA graduates; a third female USMA graduate, graduated Ranger School two months later.

(c) The National Conference on Ethics in America.

(d) The Nininger Award, an Association of Graduates (AOG) award, which recognizes a junior officer for his/her valorous efforts and combat.

(e) The Tunnel to Towers run, a 5-kilometer run in NYC, in which more than half of the Corps of Cadets participated along with 30,000 other runners.

(f) The second annual Parent's Weekend.

(g) A visit by former President Bill Clinton, invited by the Center of Genocide and Holocaust Studies.

(h) A SHARP inspection by the DoD Sexual Assault Prevention and Response Office (SAPRO).

(i) The Thayer Award presentation to actor Gary Sinise, who actively supports veterans and Wounded Warriors.

(j) The annual SCUSA Conference, with keynote speaker Madeleine Albright, former Thayer Award winner.

(j) Participation by the Cadets and USMA Band in the NYC Veterans Day Parade.

(3) Institutional Rankings. The Superintendent informed the Board of institutional rankings for USMA:

(a) *Forbes* ranked USMA as the Number One Public College in America

(b) Princeton rated USMA's professors and faculty as the Most Accessible Professors in America.

(c) *U.S. News and World Report* ranked USMA as the Number Two Liberal Arts College and Number Three Best Undergrad Engineering Program in America.

(4) Strategic Offsite. The Superintendent then spoke about the strategic offsite that was held in August. The two-day event was intended to finalize the assessment of USMA's Strategic Plan, and develop the strategic actions for this academic year. Prior to the offsite, goal teams worked in small groups to develop a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. The Strategic Plan has seven goals:

(a) Develop the Corps of Cadets

(b) Inspire to Live Honorably and Build Trust

- (c) Develop Exceptional Intellectual Capacity
- (d) Sustain Professional Excellence and Develop a Culture of Winning
- (e) Leverage Diversity and Foster Inclusiveness
- (f) Build Effective Stewardship and Shared Governance
- (g) Attract, Recruit, Develop, and Retain a High Quality Staff and Faculty

Several strategic actions being implemented as a result of this Strategic Offsite are:

- (a) Implement the Cadet Character Development Program (CCPD)
- (b) Finalize academic freedom reconciliation with Army policy
- (c) Establish a Diversity Committee of Cadets, Staff and Faculty
- (d) Develop a Knowledge Management system
- (e) Develop and implement a plan to integrate/monitor the general effectiveness and efficiency of committees and staff
- (f) Develop and implement a plan to routinely monitor the effectiveness and strength of all Force Protection programs and policies.

Members of the Board discussed the Strategic Offsite, particularly as it related to character development. LTG Caslen elaborated on the Cadet Character Development Program. LTG Caslen then introduced Dr. Jean Blair, the Vice Dean of the Academic Board, to provide an update on accreditation.

**b. Dean of the Academic Board Update:**

(1) Dr. Jean Blair briefed the Board on the two different types of accreditations USMA seeks.

(a) The Middle States Commission on Higher Education (MSCHE) accredits institutions; in June, USMA submitted a Periodic Review Report (at the halfway point between decennial visits). In September, USMA responded to preliminary feedback and questions and anticipates no findings of concern.

(b) USMA is also subject to program level accreditation.

(c) Since the last Board meeting, USMA received formal feedback from ABET (Accreditation Board for Engineering and Technology) re accreditation for USMA's ten computing and engineering programs. Feedback was positive, with no recommendations for improvements.

(d) Upcoming program reaccreditations are due soon in the Geospatial Information Science program and in the Chemistry major.

(e) An NCAA accreditation team is also visiting in the near future.

(2) Dr. Blair highlighted Cadet involvement in Academic Individual Advanced Development (AIAD) opportunities. A little more than a thousand Cadets participated in AIADs in the US and abroad. About 720 were in the US, including Alaska and Hawaii, and 322 were international. She further discussed experiences of Cadets on AIADs to Peking University in China; a service project in Vietnam; and an AIAD at Walter Reed Army Medical Center, where Cadets shadowed surgeons and doctors.

**c. Commandant of Cadets:** The Commandant, Brigadier General (BG) John Thomson, covered several updates on Cadet Summer Training. BG Thomson briefed on:

(1) The “Third Lieutenant” program, wherein Cadets train as Third Lieutenants in the field, both in the US and worldwide. BG Thomson highlighted international training during which approximately 20 Cadets had the privilege to attend and provided examples: the Georgia Mountaineering School (in the country of Georgia); Chilean Mountaineering; Brazilian Mountaineering; and French Commando School.

(2) The Military Individual Advanced Development (MIAD) courses, attended by about 950 Cadets, with a 97 percent graduation rate. MIADs included the Combat Dive Qualification Course, Air Assault School, Survival Evasion and Escape School, Airborne School, and a Combat Qualification Course.

(3) Training at West Point, included Cadet Basic Training, Cadet Candidate Basic Training (USMA Preparatory School), Cadet Troop Leader Training, and Cadet Leader Development Training, some of which Board members had observed. Cadets also were involved in a Youth Impact Program, an Academic Leadership and Athletic Workshop conducted with the NFL’s New York Giants. This two-week program served about 80 at-risk youth from Harlem and the Bronx. Most students traveled back and forth daily, though for the last few nights, they camped out at West Point. About a dozen or so Cadets participated in this program, and all found the leadership experience extremely valuable. BG Thomson noted that his program would likely not be repeated next summer, as West Point was chosen to host the Department of Defense Wounded Warrior Games.

(4) The new Air Assault School, recently installed on West Point’s River Courts and used for the first time this past summer. Soldiers from the 101<sup>st</sup> Airborne Division directed the School, which trained approximately 700 Cadets as well as a number of faculty, Tactical (TAC) officers, medics from Keller Army Community Hospital, and even members of the USMA Band. The New Jersey National Guard provided helicopter support.

**e. Director of Intercollegiate Athletics:** Mr. Eugene “Boo” Corrigan, the West Point Athletic Director, updated the board on several topics.

(1) Mr. Corrigan highlighted top Cadets in Corps Squad athletics,, specifically Third Regimental Commander, Katie Holder, the leading scorer on the Women’s Soccer team; and Kelsey Minato, a Women’s Basketball player, who in about four days would become the all-time leading scorer in Men’s or Women’s basketball at West Point, and eventually be the all-time leading scorer in the Patriot League.

(2) Army West Point is currently at about 54 percent over Navy in all competitive athletics. In “Star” competitions, used to determine an overall sports “champion” among the academies, USMA’s current record over Navy is 4-2-1. For perspective, last year at this point Army West Point was at 1-7 versus Navy.

(3) Mr. Corrigan showed some early assessment of the rebranding of Army West Point’s logo: *USA Today*’s recent ranking of all logos across professional and college sports. The new Army West Point logo was overall the 12<sup>th</sup> best logo according to the site; among college sports logos, Texas was #1, Kansas #2, and Army West Point #3.

**f. Admissions Update:** COL Deborah McDonald, Director of Admissions, updated the Board on the Class of 2020, with initial class data for the first week of November. At the close of the cycle there will be 14,000-15,000 open applications. She noted that the Supreme Court will soon be hearing a case that addresses whether (and/or how) race should be a factor in college admission (in previous Supreme Court cases, the Court had ruled that race can be a factor in admissions, with some conditions).

(1) African-American applications have been flat over the past five years, however their acceptance rate has increased dramatically in the same period of time, due to strategic diversity initiatives. After a downturn in applications for the Class of 2018, applications for African Americans increased for the Class of 2019, and for the Class of 2020 there are about 1,400 applications from African Americans. While the increase of applications is good, it is important that USMA admits quality applicants and that those applicants complete their file. The Admissions Department has a calling program in place for diverse, or minority candidates, with persons of influence, e.g., Cadets, who reach out to candidates and encourage them to complete their files. There are also high school visitation programs and an aggressive use of Letters of Assurance, as well as the Leadership in Ethics Diversity Stem (LEADS) program for outreach.

(2) Applications from women have increased 38 percent, which is a large surge for the second year in a row. The elevation of Women’s Lacrosse to Division 1 may have played a role in the increased number of female applicants.

(3) Hispanic applications have increased 23 percent over previous years from 1,200 or 1,300 in recent years to 1,700 open applications for the Class of 2020.

Following the updates, Ms. Fulton asked if there was socioeconomic background information available and COL McDonald stated this was the first year this type of data was being collected as part of the admissions process. Mr. Archuleta commended COL McDonald for the increase in Hispanic applications, and in turn she thanked him for his recruiting efforts in this area.

**g. Branching Update :** On Thursday, November 19, the Firsties (Seniors) would be notified of their branch assignments. BG Thomson described the ritual of receiving and opening the envelope as a class. He also explained the branching process and how it has changed. USMA was given 983 branch slots and used about 971 of them. Seventy percent of the class would go into Combat Arms branches: Air Defense, Artillery, Armor, Aviation, Engineer, Field Artillery and Infantry. In the previous two years, 80 percent of the men and 20 percent of the women served in the Combat Arms. He noted that two women had chosen Infantry as their number one choice, however, Armor and Infantry still remain closed to women. This is the second year Cyber is a branch, with 15 slots, all of which were filled. Ms. Fulton asked if BG Thomson had any idea of how many women might have avoided Infantry and Armor because

they were new, and did not really want to be in a position to break that ground. BG Thomson stated he had no way to know. Ms. McNally asked if factors such as race, ethnic, and gender diversity played any role in the process; BG Thomson said they were not considered.

**h. Intellectual Capital at West Point:** Dr. Blair spoke a few minutes about the importance of scholarly activities and outreach in maintaining the intellectual capital of the Military Academy. The primary goal is to develop Cadets and develop their intellect and develop their mind. Participating in scholarly activities enhances their development as agile, creative and adaptive leaders. A secondary goal is to maintain excellent teaching in the USMA's classrooms. Fifty-sixty percent of academic instructors do not have a Ph.D., but their Master's degree not only deepens their professional development for future Army service, but enriches the classroom experience for Cadets. A final goal for participating in scholarship and outreach activities is to maintain West Point's reputation as the preeminent leader development institution in the world.

Dr. Blair went on to explain the process of developing and maintaining the programs of 21 different academic centers, who, among other things, solicit funds; identify timely and relevant projects for the Faculty; develop memoranda of agreements that can bring professionals who work in different organizations to West Point to help lead research efforts; and ensure USMA has faculty who engage in professional society service and higher education.

LTG Caslen thanked Dr. Blair for her update and noted that permanent professors return periodically to the Army for between three months and a year. These recently included COL Cindy Jebb, Professor and Head of the Department of Social Sciences, who spent the summer working in the Office of Security Cooperation in the Iraq Embassy, and COL Barry Shoop, Professor and Head of the Department of Electrical Engineering and Computer Science, who made significant contributions to the Army in Africa. LTG Caslen praised these officers, and others for the work they are doing in the field.

**i. Strategic Outreach/New York City Engagements:** The diverse culture in NYC enhances Cadet development in many ways. Additionally, many instructors present in NYC or teach classes while Cadets also participate in classes. Each of the 36 Cadet Companies are required to engage in or develop an outreach program to a 501(c)3 entity in NYC, with several engagements each semester, supporting food kitchens and pantries as well as other charities. The Athletic Department engages with the leadership of professional sports teams, such as the owners, coaches and managers. Recently, the owner of the NY Jets visited West Point and commended USMA for its development of Cadets. One of USMA's biggest strategic outreach players in NYC is the USMA Band, which plays numerous shows and venues in NYC. This year, the Band participated in the Veteran's Day Parade and a Christmas Show to be aired on Fox News. There are also partnerships with corporations in cooperation with our Public Affairs and media folks.

**j. Construction Update:** LTG Caslen gave a quick update on the Cadet Barracks Upgrade Program and construction of the new Davis Barracks. USMA is in the third year of barracks upgrade that should be completed in nine years. LTG Caslen expressed gratitude to Congress for their commitment to continue funding, and to the Department of the Army for ensuring the money programmed for this construction is not diverted. Scott Barracks was completed a year ago; one wing of MacArthur Barracks ("MAC Short") is almost complete, with only the "punch list" remaining. The contract for "MAC Long" has been awarded and construction has begun. The money for the design to upgrade Pershing Barracks was received in October and the design is being completed. The projected award date is May. Eisenhower Barracks will be the next to be renovated, with a projected start date sometime in 2018.

LTG Caslen showed photos of the completed rooms in MAC Short, brand new and upgraded for higher technology and force protection. The building now has chillers on the roof, so the rooms are air-conditioned. A time lapse video was shown of the construction of Davis Barracks over the last two years. It is scheduled to be ready for occupation in January, 2017.

**k. SHARP Update:** LTG Caslen reviewed the last Military Service Academy survey, given to Cadets in the spring of 2014 (see Appendix A). The survey is given every two years, and will be given again this year.

The 2014 results showed some positive results: a decrease in unwanted sexual contact, and an overall lower percentage of cadets reporting unwanted sexual contact than at the Naval and Air Force Academies. However, in the Academy's view, any incidence is too high.

92 percent of women and 45 percent of men reported experiencing sexist behavior, defined as "unwanted inappropriate comments of gender." Although all Cadets undergo training to prevent sexual assault and harassment, the training needs improvement. Many cadets, 42 percent of women and 48 percent of men, feel the training is slightly effective or not effective. Because of this, a new training program has been developed and is being implemented.

Bystander intervention data is encouraging: 92 percent of women and 91 percent of men reported that they intervened when confronted with a situation where an assault was about to occur.

At a previous Board meeting, Mr. Ethan Epstein had inquired as to why Yearling sexual assaults were higher after the "scramble" (when Cadets change companies). The Superintendent explained that some actions have been taken, but Yearling assaults are still the highest. To help fix the problem, the Cadets Against Sexual Harassment and Assault (CASHA) was launched in January, 2012. This program allows the Cadets to take ownership of sexual harassment and assault prevention. The program has been recognized across the Army, which instituted a similar program called "Not In My Squad," and by the "It's On Us" campaign, a White House campaign against sexual harassment and assault.

Other new initiatives include the introduction of the Cadet Character Development Program. This targeted intervention program provides upper class mentors for Yearlings after they "scramble" into new companies.

Members of the Board asked when the results of the 2016 survey would be available, and were told December, 2016, or January, 2017.

LTG Caslen also reviewed the number of reported assaults, "founded," "unfounded," and those where action was pending.

LTG Caslen reported on the Department of Defense's inspection of USMA's SHARP programs: prevention; investigation; accountability; advocacy; and assessment. USMA received both commendations and recommendations.

(1) The Prevention recommendations were already completed: ODIA social media footprint training; 21<sup>st</sup> Birthday card to promote responsible alcohol use on post; formalized CASHA small group discussions; and integrating sexual harassment and assault prevention into character development.

(2) Keller Army Community Hospital has an exemplary Advocacy program that is individualized and includes monitored self-care, and has been recognized by the Surgeon General of the Army.

(3) Accountability: USMA was encouraged to hire a SHARP Program Manager; Ms. Samantha Ross, a USMA graduate, was hired for this role.

(4) The team also recommended a Memorandum of Understanding (MOU) with Westchester Medical Center., However, USMA has an existing Tricare arrangement with the Medical Center, which will provide testing of rape kits when asked. Creating an MOU has the unintended consequence of stopping Westchester from providing care under the Tricare arrangement.

A SHARP Summit in September and was a significant opportunity for CASHA to take ownership of the program. Topics included sexist behavior, retaliation on social media, and best practices to prevent harassment and assault. One of the speakers was MG (R) John Shadley who was the Commanding General at Aberdeen Proving Ground during an infamous sexual assault scandal years ago; he has become an outspoken advocate of sexual assault prevention.

It was noted that at the upcoming Rutgers game, Cadets and Staff and Faculty would at some point display "It's On Us" tee shirts, worn under their uniforms.

LTG Caslen provided an update to recommendations made by Board members at the July Meeting of the BOV:

(1) Confidentiality for peers. There are conflicts between Army regulations and DoD Instructions (DoDI): Army regulations do not allow for this, but the DoDI does. This issue needs to be worked out through the Office of General Counsel to get permission to follow the DoDI.

(2) Peer counselors. There is a program in the summer, just for New Cadets through Cadet Basic Training, under the auspices of USCC's Center for Personal Development. A pilot program for the academic year is ongoing in the First Regiment; plans are to expand it next year.

(3) A survivors' group for Cadets. A program has been developed, staffed, and approved by BG Thomson. The pilot program began on November 19.

**i. Budget Update:** The Chief of Staff, COL Green, updated the Board on the budget. He highlighted USMA's year-to-year decline in funding 2012-2015, particularly the 2013 sequestration impact. He noted several organizational changes that impacted the downturn in 2013, including Cadet Mess operations being shifted to Installation Management Command, and the Center for the Army Professional Ethics to Training and Doctrine Command (TRADOC). The USMA budget for FY 16 is about 142 million, up from 127 million in 2014. With the addition of the Army Cyber Institute and the Office of Diversity, Inclusion, and Equal Opportunity, the budget would likely increase over the next few years. Cemetery upgrades are needed.

Unfunded requirements include: upgrades to Spellman Hall, the future headquarters for the Army Cyber Institute, due to health, safety and electrical issues; upgrades to the USMA Prep School Chemistry Department for the new Science Program; library resources such as access to a Civil Rights Archives; and many upgrades required in the academic buildings and ODIA facilities for safety, health, and electrical.



**j. Plebe Pillow Fight Update:** In August the Plebes celebrated the end of Cadet Basic Training (CBT) with a pillow fight. The pillow fight got out of hand, and leadership, both Cadets and Staff, did not take measures to reduce the risks. As a result, Cadets were injured. Two investigations were initiated: one by the Military Police to address any criminality that may have occurred; and an informal 15-6 investigation initiated by the Commandant of Cadets to determine culpability and responsibility. Both investigations were completed prior to the BOV meeting, however, the results were not shared until they had been briefed to the chain of command. The Board was informed that, based on the Military Police investigation, one Cadet was titled with "Assault, Aggravated Assault."

The investigations were thorough, 1,131 Plebes (90 percent of the Class) were questioned or filled out questionnaires. 197 sworn statements were taken from individuals who were not Cadets, such as TAC officers and TAC NCOs.

There were 27 injuries, including a Cadet who dislocated a shoulder. Prior to the incident this Cadet had been scheduled for surgery, and when he began swinging his pillow case, his shoulder gave out. Another Cadet, who had a bloody nose, was wearing a helmet to mitigate a concussion incident; however, apparently the helmet was not strapped on correctly, because it crushed his nose. One Cadet had a hairline fracture on his cheek, possibly caused by running into another Cadet's elbow. Based on the "Zurich protocol" for concussions, USMA diagnosed and treated 24 concussions; these Cadets exhibited any of one of 22 symptoms in the protocol. The Superintendent mentioned the following symptoms, to help the Board understand this specific definition of concussion:

- (1) Headache
- (2) Nervous or anxious
- (3) Neck pain
- (4) Nausea
- (5) Dizziness
- (6) Blurred vision
- (7) Sadness
- (8) Irritability
- (9) More emotional
- (10) Trouble falling asleep
- (11) Sensitive to light
- (12) Sensitive to noise
- (13) Feeling slowed down
- (14) Feeling like you're in a fog
- (15) Fatigue or low energy
- (16) Difficulty remembering
- (17) Difficulty concentrating

Recommendations from the investigations included ending pillow fights, a decision which had already been made. Administrative action would be taken on Cadets who behaved improperly, and the Commandant will conduct leadership sessions to review what should have been done to prevent injury.

The Command reviewed the 15-6 investigation and took additional actions and which the Superintendent will review. LTG Caslen took full responsibility, and will speak to all of the Cadet

classes at the beginning of the second semester to review the lessons learned, and the importance of keeping the public trust.

k. **Concussion Update/Grand Alliance:** USMA is partnered with the NCAA and the White House in what is called a “Grand Alliance.” This Alliance will conduct a longitudinal study of concussions. Part of this is to baseline Cadets, so that when a concussive event occurs, physicians can determine the extent of the injury compared to the individual’s baseline. The study will also review the treatment of concussed individuals and how quickly each returns to baseline. It is not only a study of treatment, but also a study of prevention.

West Point will establish baselines for all Cadets, and has baselines for 3,600 Cadets so far. LTG Caslen briefed the Board on exhaustive safety measures taken in Boxing classes, dispelling the myth that appeared in the *New York Times* that Cadets are “thrown” into a boxing ring for an all-out brawl. Compared to the Air Force and Navy, USMA’s numbers are high; however, USMA has more athletic trainers than Air Force or Navy, and uses a more comprehensive protocol in determining when a Cadet has suffered a concussion. When trainers see an incident and identify the symptoms, the data is entered into a spreadsheet. This is a very aggressive program that identifies Cadets who may have been injured so they can be treated properly.

LTG Caslen shared the incidence of concussion from boxing, which men must take, and combatives, which women take, for Academic Years 2010-2015. The incidents of concussion are higher in combatives than in boxing. Meanwhile, one of the top causes of concussion is free time activity.

Finally, LTG Caslen linked the issue of leader development with the necessity for tough physical training. USMA is responsible for producing leaders who will fight and win America’s wars. The Leader Development model consists of intellectual, military, character, and physical components. The Navy and Air Force, who tend to fight battles on the oceans or from 30,000 feet, while the Army fights battles on the ground, in the worst conditions, in the most brutal aspects of combat. Boxing is the only event at West Point that pits one Cadet against another in full body contact. The significance is the fear, trepidation, and anxiety it creates in the Cadet, knowing he is going into a full body contact event and will be struck in the face – a situation which many Cadets have never faced.

Ms. Fulton questioned the Superintendent whether the Boxing program would continue at West Point, and if there was a decision making process. LTG Caslen did not have a timeline when a decision would be made. She then asked approximately how many days of class were missed due to concussions. COL Holly West, the USMA G5, explained that there was no way to determine the medical reason a Cadet misses class, because when a Cadet misses class due to medical reasons, the absence is only marked in the records as “MED.” Ms. Fulton expressed her strong opinion that the benefits of building physical courage and confidence should be provided equally to both men and women; that if boxing is required, it should be required of both men and women in the same class. She noted that both the Naval Academy and the Air Force Academy include women in boxing classes.

## **9. REMAINING BOARD BUSINESS.**

None.

**10. ADJOURNMENT.** There being no further comments, and a quorum no longer being present due to the departure of all Congressional Members of the Board, Ms. Fulton adjourned the meeting at 4:20pm. This concluded the November 16, 2015 Fall Meeting of the USMA Board of Visitors.

Certified by:



BRENDA SUE FULTON  
Chair  
USMA Board of Visitors



DEADRA GHOSTLAW  
Designated Federal Officer,  
USMA Board of Visitors

Appendices:

- A. 2014 MSA Survey Slide
- B. Attendance Roster



# WEST POINT.

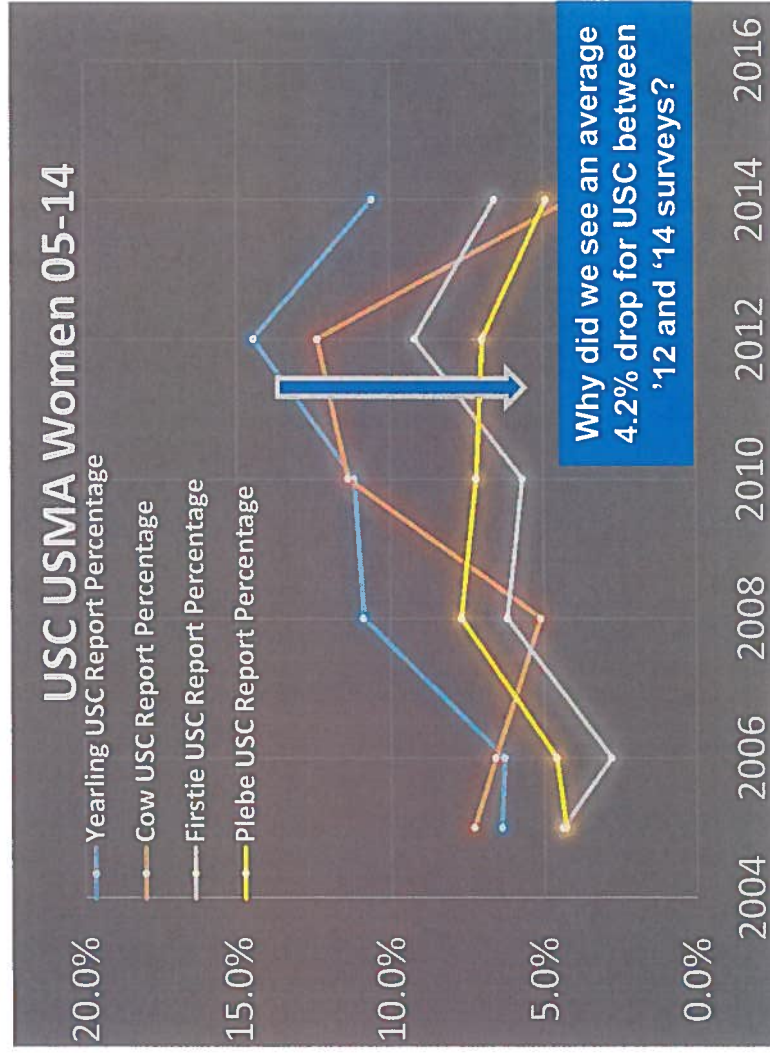
## MSA Sexual Academy Gender Relations (SAGR) Survey

### MSA Survey

- '05-'08 Surveys: USC contact was a two item question:
  1. Was there completed or attempted sex
  2. Was it without consent
- '10-'14 Surveys: USC contact question changed to mirror Article 120/121 UCMJ language
  - Junior and Yearling women have historically been most vulnerable classes
  - SH reports increased between '12-'14
    - '12-49%; '14-55%

### 12-14 USMA SHARP Initiatives

- Jan 12 - CASHA Program Launched
- Leadership emphasis – Superintendent's #1 Priority
  - Eliminating Sexual Harassment & Assault
- Leadership direct engagement with CDTs on the topic
  - MSA results provided by SUPT, COMM, Dean
  - Gettysburg Staff Ride
  - Club Culture review
- Summer 13 Leadership Response to SHARP & CMD Climate Incidents
- Pendulum swing to "gender avoidance"
- Sexual Assault Awareness integrated into core curriculum
- Increased focus on educating entire on the continuum of harm (SH---SA)
- Pre-command training for TACS
- Alcohol awareness/responsible use education



LEADERSHIP, OWNERSHIP, EDUCATION (LOE)

## ATTENDANCE ROSTER

### **Congressional Members:**

Senator Richard Burr	Arrives 1:26	Departs 3:21
Senator Joni Ernst		Departs 4:20
Senator Chris Murphy	Arrives 2:00	Departs 3:05
Congressman Steve Womack		Departs 4:19
Congressman Steve Israel	Arrives 1:23	Departs 3:07
Congressman Mike Conaway	Departs 2:55	Returns 3:40
		Departs 4:20
Congressman Mike Pompeo		Departs 4:03

### **Presidential Appointees:**

HON Bob Archuleta			
Ms. Sue Fulton			
Mr. Patrick Murphy	Arrives 1:06	Departs 2:09	Returns 2:43
Ms. Liz McNally			
Mr. Ethan Epstein			
HON Gerald McGowan			

### **The following members were absent:**

Senator Kirsten Gillibrand  
Congresswoman Loretta Sanchez

**Based on the BOV attendance, a quorum was present.**

### **Other attendees:**

HON Debra Wada, Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA))  
LTC Stephen Ledbetter, XO to ASA(M&RA)  
MAJ Adam McCombs, SAFM-BUL  
MAJ Iven Sugai, 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  
LTC William D. Voorhies, Superintendent's XO  
MAJ Terry N. Hilderbrand, Superintendent's Aide de Camp  
CSM David M. Clark, USMA Command Sergeant Major  
LTC Channing M. Greene, Jr., Secretary of the General Staff  
Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff and DFO  
Mr. Jeffrey Reynolds, Chief of Protocol/Alternate DFO  
BG John Thomson III, Commandant of Cadets (USCC)  
Mr. Eugene Corrigan, Director of Intercollegiate Athletics  
COL James Robinette, Staff Judge Advocate  
SFC Joel Figueroa, Superintendent Communications NCO  
COL Deborah McDonald, Director of Admissions  
COL Holly West, USMA G5  
COL Gerald Kobylski, USMA Deputy G5  
Dr. Jean Blair, Assistant Dean of the Academic Board

LTC Christopher Kasker, Public Affairs Officer  
Ms. Samantha Ross, SHARP Program Manager

**Additional Members of Congress/Invited Guests:**

Congresswoman Robert Wittman, Chair, USNA Board of Visitors

**Legislative Assistants:**

Mr. Steve Curtis (SEN Burr)  
Mr. Alec Johnson (SEN Murphy)  
Ms. Moran Banai (SEN Gillibrand)  
Mr. Jabari White (SEN Ernst)  
Ms. Annie Yea (REP Sanchez)  
Ms. Jessica Schwartz (REP Israel)

**Members of the Public:**



## **USMA Board of Visitors Meeting**

**16 November 2015**  
**Washington DC**

1



## **Agenda**

1. Superintendent's Update
  - Key Past/Upcoming Events Since last BOV
  - Achievements/Accomplishments Update
2. Strategic Offsite
3. Accreditation Update
4. CST Highlights
5. Class of 2020 Admissions Update
6. Class of 2016 Branching Update
7. Intellectual Capital and Outreach to Army
8. NYC Outreach
9. Barracks update
10. SHARP / CASHA Program Update
11. Budget Update
12. Pillowfight Update
13. Boxing and Grand Alliance Concussion Study
14. Board Business – Remaining Issues
15. Adjourn

2



## **Opening Remarks**

3



## **Proposed BoV Date**

**March 28/April 4**

4





## **Superintendent's Topics**



**West Point is the preeminent leader  
development institution in the world.**



**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.**



- **Leader Development:** Produce military leaders prepared to fight and win America's wars.
  - **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.
  - **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.
  - **Winning Culture:** Develop leaders who build a culture of excellence and winning in everything we do. We will win honorably, not changing our standards nor who we are.
  - **Diversity:** Develop leaders who recognize and leverage the power of diverse teams. Continue to build and retain a diverse USMA team, both within the Corps of Cadets and our staff and faculty.
- **Force Protection:** Ensure West Point remains a safe and secure installation for the Corps of Cadets, staff and faculty and their families, and our guests.
- **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!**



## Key Events since last BOV

• Marchback-Class of 2019	10 Aug 15
• Affirmation-Class of 2017	16 Aug 15
• Ranger School Graduation for 2 female WP graduates	21 Aug 15
• USMA Strategic Offsite	26-27 Aug 15
• Ring Weekend-Class of 2016	28-30 Aug 15
• SHARP Summit	1-3 Sep 15
• Branch Week	11-19 Sep 15
• National Conference on Ethics in America	22-23 Sep 15
• Ride to Recovery	26-27 Sep 15
• Nininger Award Ceremony	24 Sep 15
• Tunnels to Towers	27 Sep 15
• Executive Steering Group	1 Oct 15
• NY Knicks Training camp	28 Sep-3 Oct 15
• Parents Weekend	9-11 Oct 15
• President Clinton visit	14 Oct 15
• Homecoming	15-18 Oct 15
• Ranger School Graduation for 1 female WP graduate	16 Oct 15
• Vietnam Memorial Moving Wall	21-25 Oct 15
• DAIG SHARP Inspection	25-29 Oct 15
• Thayer Award (Gary Sinise)	22 Oct 15
• SCUSA (Madeline Albright Keynote)	4-7 Nov 15
• Veterans Day Parade NYC	11 Nov 15

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## Institutional Rankings

### Forbes - 2015

- #1 Public College in the country
- #1 Best Value
- #9 in the Northeast

(ranked #11 Overall College nationwide; USNA #27, USAFA #38)



### Princeton Review - 2015

- #1 Most Accessible Professors
- #2 Best Health Services
- #3 Best College Library
- #3 Most Politically Active Students
- #9 Everybody Plays Intramural Sports



### US News and World Report - 2015

- #2 Public Liberal Arts College
- #3 Best Undergrad Engineering Programs



### HP Enterprise Security - 2014

- #11 Best School for Cybersecurity (only Academy in Top 12)



### Business Insider- 2015

- #13 Best College campus (only Academy in Top 20)



10



## USMA Strategic Planning Offsite

11



### *Offsite*

- 2<sup>nd</sup> year
- 2 day event
- 80 Senior Leaders from the Academy
- Goals
  - Finalize and communicate annual assessment of Strategic Plan (to include a review of strategic actions from AY15)
  - Develop new strategic guidance for AY16
  - Build camaraderie and fellowship among senior leaders

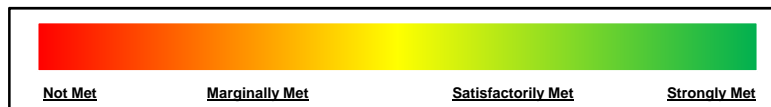


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## AY15 Strategic Plan Assessment

	Goal	
1	Develop the Corps of Cadets	
2	Inspire to Live Honorably and Build Trust	
3	Develop Exceptional Intellectual Capacity	
4	Sustain Professional Excellence and develop a Culture of Winning	
5	Leverage Diversity and Foster Inclusiveness	
6	Build Effective Stewardship and Shared Governance	
7	Attract, Recruit, Develop, and Retain a High Quality Staff and Faculty	



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## AY16 Strategic Actions

Strategic Goal	# Strategic Actions
1. Develop the United States Corps of Cadets	1
2. Inspire to Live Honorably and Build Trust	4
3. Develop Exceptional Intellectual Capacity	4
4. Sustain Professional Excellence and Develop a Culture of Winning	
5. Leverage Diversity and Foster Inclusiveness	3
6. Build Effective Stewardship and Shared Governance	8
7. Attract, Recruit, Develop, and Retain a High Quality Staff and Faculty	
<b>Total AY 16 Actions</b>	<b>20</b>

### Highlighted Actions

1. Implement the Cadet Character Development Program (CCDP)
2. Finalize academic freedom reconciliation with Army policy
3. Establish a diversity committee of cadets, staff, and faculty.
4. Develop a knowledge management system.
5. Develop and implement a plan to integrate/monitor the general effectiveness and efficiency of committees and staff.
6. Develop and implement a plan to routinely monitor the effectiveness and strength of all force protection programs and policies.

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## Accreditation Update

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Computing &  
Engineering  
Accreditation  
Commissions



#### **ABET Update:**

- All 10 Engineering and Computing Programs re-accredited by ABET this year
- All were highlighted for specific strengths; no recommendations for improvement

#### **Middle States Commission on Higher Education (MSCHE) Update:**

- Submitted our mid-cycle Periodic Review Report in June 2015
- Responded to preliminary feedback and questions
- We expect our accreditation to be reaffirmed in late November with no required follow-up actions directed by MSCHE

#### **Next-Up Accreditations:**

- US Geospatial Intelligence Foundation: Geospatial Information Sciences 2016
- American Chemical Society: Chemistry in 2017
- National Collegiate Athletic Association (NCAA) in 2019

#### **MSCHE and ABET Next Efforts:**

- Created and filled Institutional Effectiveness Director position
- ABET and MSCHE are in the process of revising their accreditation standards
- USMA volunteers and experts are serving as evaluators for other schools and beginning preparations for next accreditation cycles (in 2020)

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## Cadet Summer Training Highlights

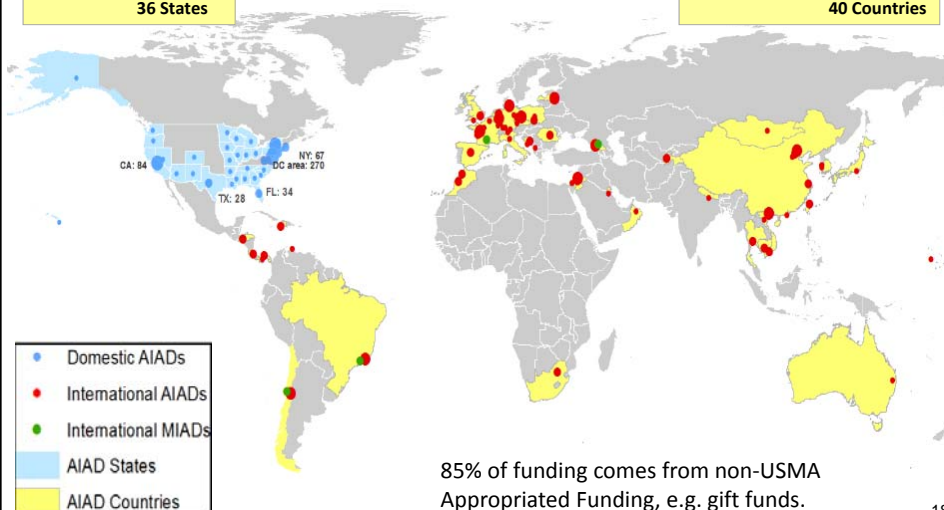
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## 2015 Cadet Academic Summer Training

**Domestic:** 720 Cadets  
283 Projects  
36 States

**International:** 322 Cadets  
78 Projects  
40 Countries



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UNITED STATES MILITARY ACADEMY  
**WEST POINT**

## 2015 Academic Individual Advanced Development (AIADs)



Chinese Best Practices for  
Leadership Management



Nuclear Weapons Effects  
Testing Analysis at DTRA



Service Project in Vietnam



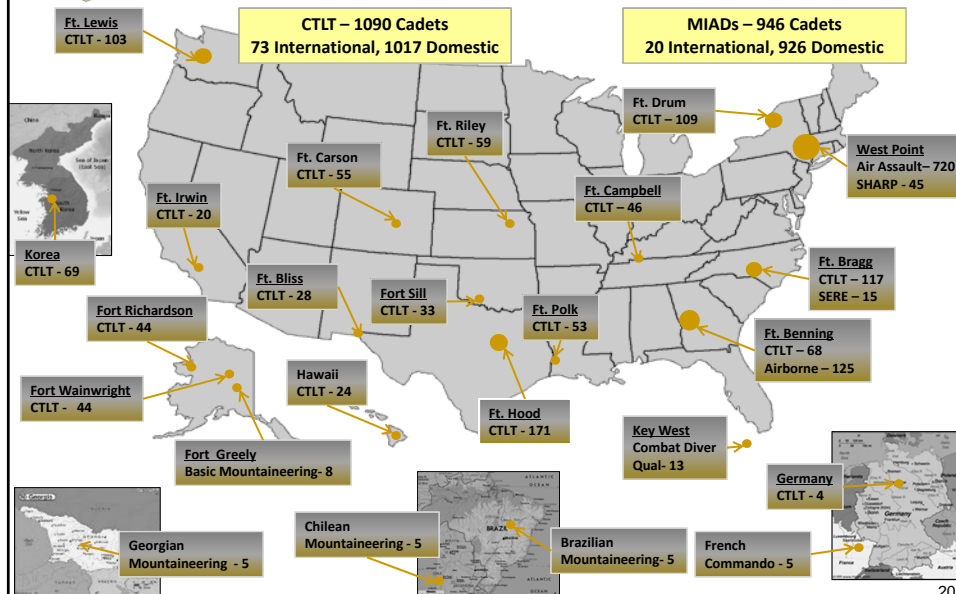
Internship at Walter Reed

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UNITED STATES MILITARY ACADEMY  
**WEST POINT**

## 2015 Cadet Summer Training (Military) Cadet Troop Leader Training (CTLT) Military Individual Advanced Development (MIADs)



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## UNITED STATES MILITARY ACADEMY WEST POINT

### Corps Squad Leaders in the Corps (2015-2016)



CDT Justin Dalme (Volleyball - Manager)  
Brigade Command Sergeant Major



CDT Katie Holder (Soccer)  
3rd Regimental Commander



CDT Andrew Borer (Men's Rugby)  
4th Regimental Commander



CDT Natalie Reitsweber (Rabble Rouser)  
Brigade Activities/Spirit



CDT Kelsey Minato (Women's Basketball)  
Brigade Student Athlete Advisory Council



CDT Cameron Hargis (Men's Rugby)  
1st Regimental Command Sergeant Major



CDT Donald Goff (M Rugby)  
3rd Regimental Command Sergeant Major



CDT Lindsay Gabow (Women's Track)  
Brigade Assistant/S-4



CDT Bridget Ryan (Women's Basketball)  
Brigade Deputy MWR Officer



CDT Tucker Van Dyke Van Dyke (Sprint Football)  
2nd Regimental Executive Officer

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## UNITED STATES MILITARY ACADEMY WEST POINT

### Fall Corps Squad Sports

- Men's Soccer (5-8-5) ★
- Women's Soccer (4-11-2)
- Football (2-8)
- Volleyball (20-8) ★★☆☆
- Cross Country (M 3-3, W 3-4)
- Men's Rugby (5-3)
- Women's Rugby (7-4) ★★☆☆
- Sprint Football (7-0) ★
- Golf (1-0-1) ★
- Rifle (1-3)



★ Record vs. Navy 6-2-1

★ Record vs Air Force 2-1

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Class of 2020 Admissions Update

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## Class of 2020 Admissions Update

Classes 2016-2020 Comparison\*

	2020	2019	2018	2017	2016
Files Opened	12,987	12,981	13,106	13,244	13,164
Women	3,549	3,999	2,928	2,641	2,668
Black	1,454	1,570	1,274	1,426	1,460
Hispanic	1,717	1,386	1,259	1,385	1,313
Athletes	659	695	542	775	848
Scholars	1,694	1,700	1,851	1,404	1,330

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

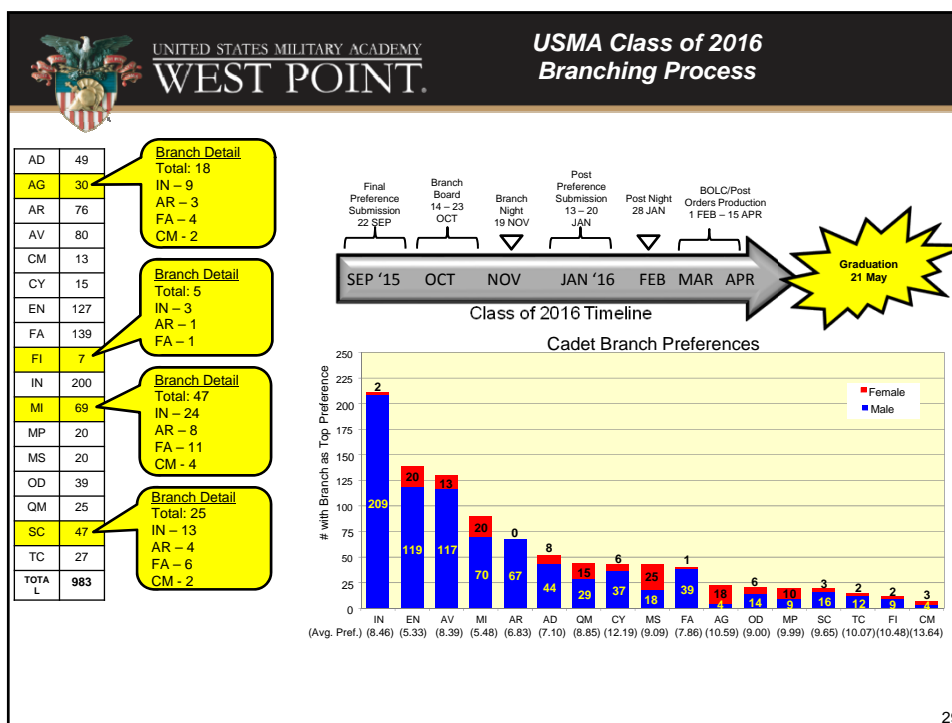
- Flat trend in open files
- Flat trend in black applicants
- 38% increase in women over 5 years
- 23% increase in Hispanic applicants this year
- Anticipate 1250 Class size
- Continue emphasis on increasing diversity and talent across all domains
- Working with OSD with respect to Amicus Brief for Supreme Court Fisher vs UT Austin

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## Class of 2016 Branching Update

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

**USMA Class of 2016  
Branching Key Points**

- #1 priority for the branching board is to meet the needs of the Army; Per CSA branching guidance, USMA branched 70% of all cadets into combat arms (605 male; 64 female)
  - 42% of female Cadets branched into combat arms (64/154 female cadets)
- The talent based program leads to improved racial/ethnic and gender diversity in the combat arms as well as better meeting branch talent preferences
- Branching Points of Interest:
  - USMA selected 15 highly-qualified cadets for Cyber (second year for Cyber as a branch)
  - Armor and Infantry remain closed to female cadets at this time:
    - There are females with preferences and talents for service in Infantry and Armor
    - However, overall female propensity to serve in Infantry & Armor is low
    - The 70% combat arms requirement could make involuntary Infantry & Armor branching a possibility in the future
- Cadet satisfaction remains high, but is slightly lower than in recent years. Contributing factors include the increased demand for rare branches (i.e., CY and EOD) and the reduced allocations for popular branches (e.g., IN, AV), and the reduced flexibility in USMA final allocations.

Branching Method		Top 1	Top 3	Top 5
Legacy	2007-2010	77%	94%	98%
Talent Based	2013-2015	79%	95%	97%
	2016	73%	91%	95%

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## Intellectual Capital and Outreach

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## *Intellectual Capital and Outreach – Why*

### **Scholarly activities and outreach ...**

- 1. Provide cadet educational experiences**
  - produces intellectually agile, creative, and adaptive leaders
- 2. Develop the faculty**
  - maintains high-quality, effective teachers and a vibrant, current faculty
- 3. Develop field-grade officers**
  - providing strategic-minded, critical thinking leaders for the Army
- 4. Address important issues facing the Army and the Nation**
  - keeps USMA connected to the Army and higher education
- 5. Enhance the reputation of USMA**
  - attracts the 'best and brightest' faculty and cadets and
  - enables USMA to be the preeminent leader development institution in the world

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## Intellectual Capital and Outreach – How

- 21 Centers enable research



- 81 MOAs leverage partnerships, driving 80% of work towards Army Science & Technology Priorities
- Senior faculty serve in professional societies and on higher educational accreditation bodies
- Long-term military faculty periodically return to the operational Army



*Cadet Jordan Smith aligns High Energy Laser test equipment in order to illuminate a steel target model of an 81 mm mortar round.*

### Example Organizations with Full Time Presence at West Point

- TRADOC
- DTRA
- NSA
- ARL
- Oak Ridge Labs
- TRAC
- USC-ICT

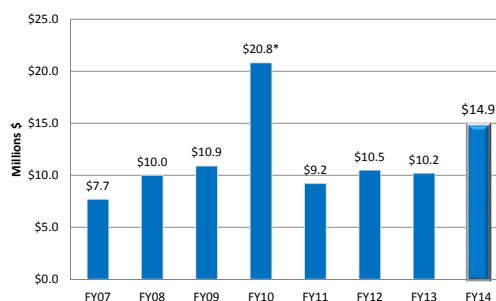
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## Intellectual Capital and Outreach – Resourcing

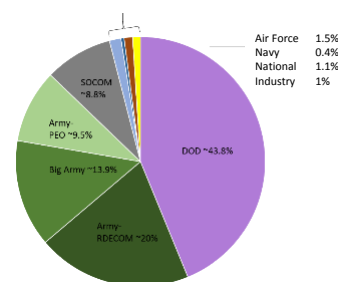
### West Point Reimbursable Program (Funding in Support of Cadet and Faculty Research and Projects)

West Point Research Funding Trends



\*In FY10, the Army and DOD requested West Point lead multi-million dollar projects. The Federal Acquisition Regulation changed in FY11 and West Point would not accept project leadership.

Funding Source Break Out



We have capacity to increase funding to \$22-25M without organizational restructuring. West Point's plan to accomplish this is to overcome obstacles to leading multi-organization research projects.





### Operational Experience – for the Army – 21 Total

#### **6 Current PUSMAs (last summer or in progress)**

- COL Bernie Banks (BS&L): USASOC, CAG, Afghanistan
- COL Barry Shoop (EECS): USARAF
- COL Ed Naessens (PANE): CoS, NTMA, Afghanistan (1 year)
- COL Cindy Jebb (SOSH): Iraq
- COL Rob Kewley (DSE): Army Material Systems Analysis Activity
- COL Fred Meyer (CME): DPW, National Training Center

#### **3 Rising PUSMAs (in-progress):**

- COL Everett Spain (BS&L): JSOC J3/5/7 (1 year)
- COL John Baskerville (DFL): ARCENT, Kuwait (1 year)
- COL Jim Raftery (EECS): USCYBERCOM (1 year)

#### **12 Academy Professors in the following units/organizations**

- |                 |                   |
|-----------------|-------------------|
| ➤ PACOM/USARPAC | ➤ Kuwait          |
| ➤ CSA SSG       | ➤ USACE (Seattle) |
| ➤ DARPA         | ➤ ASA/IEE         |
| ➤ DoD/OMP       | ➤ CJTF-HOA        |
| ➤ Korea         | ➤ IRAQ (x2)       |
| ➤ STRATCOM J9   |                   |

### Research Recognition Examples



### Service: Organizations for the Nation and Higher Education



FY14 Approved OEs: 19 total (1 PUSMA; 2 Rising PUSMA; 16 Academy Professors)  
Expected for out years: 25 +/- 5 each FY


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## NYC Engagements

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**WEST POINT.**

## 2015-16 USMA - NYC Engagement Strategy

### Ends

**Advantage USMA leader development programs (academic, athletic, character) through partnership with NYC institutions and organizations**

**Build advocacy for the U.S. Army and the U.S. Military Academy at West Point**

### Ways

- 1 Academic Class Events
- 2 Academic Research Events
- 3 Academic Club Events
- 4 Cultural Engagements
- 5 Outreach Civic Engagements
- 6 Partnerships – Municipalities
- 7 Partnerships - Business
- 8 Partnerships - Research
- 9 Partnerships – Other Government Agencies
- 10 Recruitment Events
- 11 Sports Competitions
- 12 Advocacy Exposure Events

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**WEST POINT.**

## AY 16-1 NYC Engagement Highlights – DEAN



**ASCE**  
American Society of Civil Engineers

BRINGING LAW TO LIFE

**CARDOZO LAW**

BENJAMIN N. CARDOZO SCHOOL OF LAW • YESHIVA UNIVERSITY



CARNEGIE  
COUNCIL

The Voice for Ethics  
in International Affairs

NOV 17-19



2015 CHEM SHOW NEW YORK

JAVITS  
CENTER

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**Event Description:** Soup Kitchen and Food Pantry Support to Project Hospitality

**Event Location:** Project Hospitality (PH): Soup Kitchen/Food Pantry, 514 Bay Street, Staten Island, NY 10304

**Number of People Affected:** 200 food pantry visitors, and 150 meals served.

**Narrative:** Cadets from Company I-3 Cadets travelled to the food pantry and soup kitchen facility where they: ran and stocked the pantry, provided monitoring of food distribution, enrolled applicants for food pantry assistance (utilizing their foreign language skills), assisted with preparing and serving a meal in the soup kitchen, and provided after operations clean up.



Cadets line up to serve clients during soup kitchen operations

Cadet utilizes his language skill to enroll applicants for Food Pantry assistance



- **Objective is to bring together premier athletics organizations of New York and to connect with the potential fan base and supporters Army West Point Athletics in the greater Manhattan area**
- **2014-2015 Engagements**
  - NY Knicks visit/practice at USMA, October 2014
  - Football vs. UCONN at Yankee Stadium, November 2014
  - Men's Lacrosse Team Clinic in Harlem, November 2014
  - NBA-FIT (w/ USCC) throughout all boroughs, February 2015
  - West Point Society of NY engagement with Army Coaches, February 2015
  - Youth Impact Program, June 2015
- **2015-2016 . Engagements**
  - NY Knicks practice at USMA 28 September-5 October 2015
  - Hockey vs. Bentley @ Barclay's Center in Brooklyn 1 November 2015
  - Army-Navy Basketball Double Header 23 January 2016
  - Multiple Competitions throughout the year at Columbia, Stony Brook, St. Johns, Hofstra, Fordham



Madison Square Garden



Youth Impact Program



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## AY 16-1 NYC Engagement Highlights – BAND



**NYC Engagements**  
1 AUG – 31 DEC

NYC Engagement by Category



Category	Engagement Count (Approx.)
Business	2
Municipalities	2
Partnership Municipalities	4
Partnership-Research	1
Advocacy/Exposure	18
Community Outreach	16
Premier Sports	3
Cultural	7
Academia	1

- The USMA Band plans to continue to provide exposure of USMA and the Army to the public at a wide variety of venues
- The USMA Band seeks continues to seek out strategically high-value missions with multiple Areas of Effect. (100% of planned fall NYC target two or more AOE)
- Nearly all planned NYC engagements have live attendance in the thousands and millions via national broadcasts. (Anticipate an marked increase from AY15: 1.5 million live attendance and 24 million via broadcasts)

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## Tunnel to Towers










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Media Partnership Dinner



**Media Executives Forum and Dinner**  
Civil -Military Relations in the U.S.  
29 July 2014









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UNITED STATES MILITARY ACADEMY  
WEST POINT.

Corporate Partnership Dinner



**CEO Forum and Dinner**  
Nations Issues and Veterans  
Initiatives  
23 April 2015












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## USMA Construction Update

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### ***Cadet Barracks Upgrade Program (CBUP)***

FY	BARRACKS	COST	STATUS
13	Scott	\$53 M	Completed Aug 2014
14	Mac Short	\$64 M	Construction ongoing Projected completion Nov 2015
15-16	Mac Long	\$62 M	Contract Awarded Jul 2015 Construction Started Projected Completion Aug 2017
16	Pershing	\$70 M	100% design due Oct 2015 , projected award May 2016
17-18	Eisenhower	\$100 M	
18	Grant	\$48 M	
19-20	Bradley	\$145 M	
20	Lee	\$38 M	
21	Sherman	\$51 M	

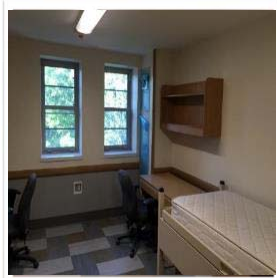
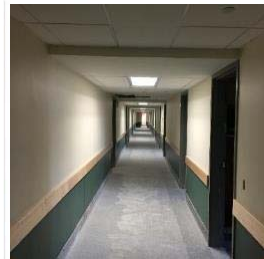
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## Infrastructure Improvements Macarthur Barracks (Short Wing)



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**WEST POINT.**

## Davis Barracks



Show Barracks  
Time lapse



*\* Scheduled to be completed in December 2016*

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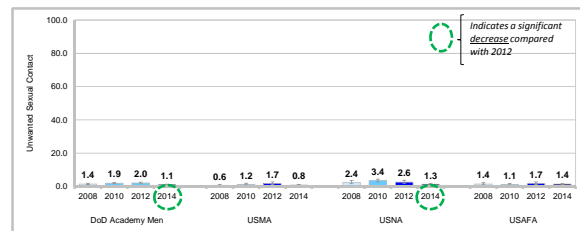
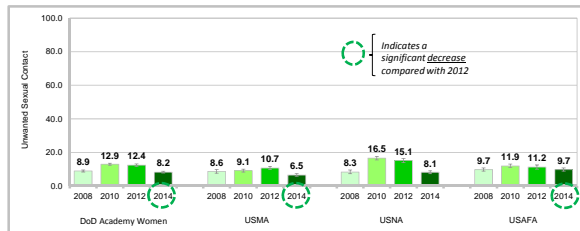


## SHARP Update

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## Unwanted Sexual Contact Past-Year Prevalence



Margins of error range from  $\pm 0.2\%$  to  $\pm 1.4\%$

\* Constructed from a 95 percent confidence interval based on the total number of respondents who completed the survey (2,097 women, 6,465 men) from a census of students (2,557 women, 10,323 men).

### DoD Academy Women:

- The estimated prevalence rate of USC was lower in 2014 than 2012 and 2010 for DoD Academy women; unchanged from 2008
  - USMA women: 2014 prevalence rate lower than 2012, 2010, and 2008
  - USNA women: 2014 prevalence rate lower than 2012, 2010; unchanged from 2008
  - USAFA women: 2014 prevalence rate unchanged from 2012, 2008; lower than 2010
- Estimated number of women at USMA ranges from 41-53

### DoD Academy Men:

- The estimated prevalence rate of USC was lower in 2014 than 2012 and 2010 for DoD Academy men; unchanged from 2008
  - USMA: 2014 prevalence rate unchanged from 2012, 2010, and 2008
  - USNA men: 2014 prevalence rate lower than 2012, 2010; unchanged from 2008
  - USAFA men: 2014 prevalence rate unchanged from 2012, 2010, and 2008
- Estimated number of men ranges from 24-40

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## Military Service Academy Report Results

### Perceived Sexual Harassment (SH)

- Women: 55% experienced perceived SH (6% higher than 2012)
- Men: 12% experienced perceived SH (4% higher than 2012)

### Sexist Behavior

- Women: 92% women experienced sexist behavior (1% higher than 2012)
- Men: 45% men experienced sexist behavior (4% higher than 2012)

### Training (99% of both men and women reported training receipt)

- 42% women; 48% men felt SA/SH training was either slightly effective or not effective at all
- Not effective at all: 2012: 10% Women; 10% Men  
2014: 7% Women; 14% Men

### Bystander Intervention

- 4% both men and women observed situations where Sexual Assault was about to occur
- 92% women and 91% of men intervened for prevention

### Perception of Leadership to make honest/reasonable efforts to stop SA/SH

- Academy Senior Leaders/Officers and NCOs in charge of units: 86%-92% W; 89%-92% M
- Athletic Staff: 64% for women; 60% for men

### Trust in the Academy if SA occurred in future

- Academy would ensure safety: 76% women and 84% men
- Academy would treat victim with dignity and respect: 70% women and 80% men
- Academy would protect their privacy: 62% women and 73% men

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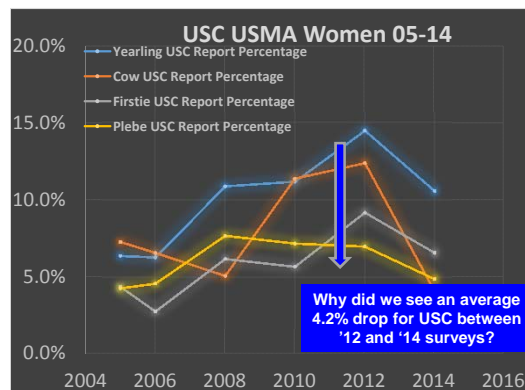
## MSA Sexual Academy Gender Relations (SAGR) Survey

### MSA Survey

- **'05-'08 Surveys:** USC contact was a two item question:
  1. Was there completed or attempted sex
  2. Was it without consent
- **'10-'14 Surveys:** USC contact question changed to mirror Article 120/121 UCMJ language
- **Junior and Yearling women have historically been most vulnerable classes**
- **SH reports increased between '12-'14**  
> '12-49%; '14-55%

### 12-14 USMA SHARP Initiatives

- Jan 12 - CASHA Program Launched
- Leadership emphasis – Superintendent's #1 Priority – Eliminating Sexual Harassment & Assault
- Leadership direct engagement with CDTs on the topic
  - MSA results provided by SUPT, COMM, Dean
  - Gettysburg Staff Ride
  - Club Culture review
- Summer 13 Leadership Response to SHARP & CMD Climate Incidents
- Pendulum swing to "gender avoidance"
- Sexual Assault Awareness integrated into core curriculum
- Increased focus on educating entire on the continuum of harm (SH—SA)
- Pre-command training for TACS
- Alcohol awareness/responsible use education



LEADERSHIP, OWNERSHIP, EDUCATION (LOE)

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## USMA Sexual Assault Reporting

Reports					Alleged Victim					Alleged Assailant		
	Reports	Cadet on Cadet	Other on cadet	Cadet on other	Cadet Class 4,3,2,1	Other (Soldier)	UNK	W	M	Cadet Class 4,3,2,1	Officer / Soldier	UNK
AY 2013-14	11	6	4	1	4,2,2,2	1	0	9	2	3,3,0,1	1	3
AY 2014-15	18	11	3 <sup>(1)</sup>	4	4,2,3,4	1	4	17	1	3,3,4,2	3	3
AY 2015-16	14	3	11 <sup>(2)</sup>	0	4,4,3,3	0	0	10	4	0,2,0,1	5	6

<sup>(1)</sup>One case occurred before victim was a CDT

<sup>(2)</sup>2 incidents occurred prior to service – assailants unknown

### AY 2014-15

- Substantiated with Action 10
- Ongoing Investigation 1
- Not Substantiated 7  
(Includes 4 with UNK victims)

### AY 2015-16

- Substantiated with Action 1 (2 assailants/1victim)
- Ongoing Investigation 8
- Victim declined to participate in Investigation 4
- Not Substantiated 0
- Civilian investigation 1

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## DOD SAPRO Visit Summary

	Objective	Commendations	Recommendations
Prevention	Deliver effective prevention methods and programs	<ul style="list-style-type: none"><li>• ODIA social media footprint training</li><li>• 21st Birthday card to promote responsible alcohol use on base</li><li>• Formalized CASHA format (SHARP in small groups)</li><li>• Integrating character development to prevent SH/SA</li></ul>	<ul style="list-style-type: none"><li>✓ ODIA adapt USNA code of conduct contract for sports teams and coaches</li><li>✓ ODIA engagement integrate healthy relationships tng for sports teams - USAFA</li><li>✓ Develop a robust and iterative curriculum for CASHA Training</li></ul>
Investigation	Achieve high competence in the investigation of sexual assault	<ul style="list-style-type: none"><li>• Soften the climate of the victim interview room</li></ul>	<ul style="list-style-type: none"><li>✓ Allow the CID a brief block of time to explain their program in appropriate training venues</li></ul>
Accountability	Achieve high competence in holding offenders appropriately accountable		NO RECOMMENDATIONS FOR LOCAL ACTION
Advocacy	Deliver effective victim support, response, and reporting options	<ul style="list-style-type: none"><li>• Sexual Assault Hotline redundancy</li><li>• KACH SARC and VA WASP Program - self-care for victims</li></ul>	<ul style="list-style-type: none"><li>✓ New PM manage program across USMA</li><li>✓ Notify all that SH is handled by SHARP Office</li><li>✓ SARCs and VAs access to GOV and gov't phones to provide 24-hr support</li><li>• Identify DoD Safe Helpline as resource (next print)</li><li>• MOU w/Westchester Hospital Include SAFE roles/responsibilities and reflect Army SAFE Kit/Restricted Reporting (working)</li><li>✓ Develop procedures for Club/Team ORs to respond to a sexual assault and other incidents if they occur away from USMA</li></ul>
Assessment	Effectively standardize, measure, analyze, and assess program progress	<ul style="list-style-type: none"><li>• APY 14-15 Case Reports Template (locations of SA/SA Reports, high risk areas)</li><li>• Supt Cadet sensing sessions</li></ul>	<ul style="list-style-type: none"><li>✓ Adapt POTUS metrics for use in briefing program health at USMA</li><li>✓ Ensure all SHARP stakeholders are aware of information available on sapr.mil</li></ul>



- Purpose: To facilitate a forum for candid dialogue among Academy and external partners regarding matters of Sexual Harassment and Sexual Assault
- Attendees: Cadets and SHARP/SARC Program Managers from all of the Military Service Academies, Faculty mentors, USMA SHARP Team, Civilian University students/administrators
- Keynote presentation: MG(R) Robert Shadley "The Game"
- Recommended actions
  - Develop and discuss XY Case sexist behavior
  - Bottom up training (enforce cadet ownership)
  - Anonymous suggestion "box" (email) for SHARP topics (CASHA), issues/concerns amongst CDTs
  - Have survivor panels for each regiment as part of CASHA training
  - Consider courses on human sexuality/relationships Academic course

**Small Group Discussion Topics:**

- Sexist Behavior
- Social Media retaliation
- Best practices in SHARP Training and education

Its on Us Video

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Recommendation	Action Office	Status	Update /discussion
Peer group confidentiality mechanism	USCC/SJA	Revising USMA Policy	<ul style="list-style-type: none"><li>• Conflicting guidance from DoDI 6495.02 and AR600-20</li><li>• DA SHARP allows us to proceed using DoDI language</li><li>• Staffing policy now</li></ul>
Peer counselors for cadet victims	USCC/CPD	Working	<ul style="list-style-type: none"><li>• Pilot program in place – 1<sup>st</sup> Reg</li></ul>
Survivor group for women & cadets.	USCC	Working	<ul style="list-style-type: none"><li>• Program developed; Approved by Cmdt on -22 Oct 2015</li><li>• Wellness Group Pilot to begin – 12 Nov</li><li>• Survivor Spt Group to begin – 19 Nov</li></ul>

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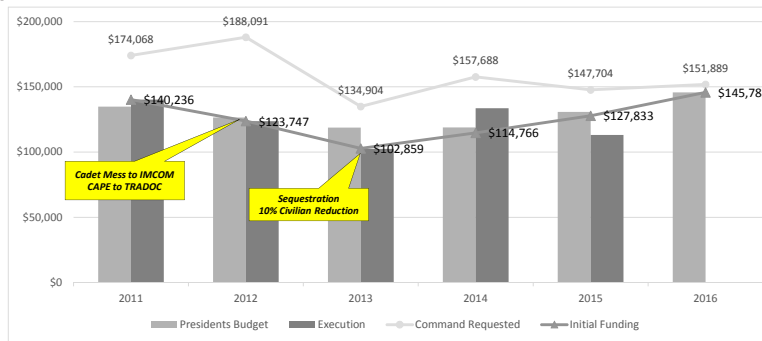


## Budget Update

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## Requirements vs Initial Funding



	2011	2012	2013	2014	2015	2016
Command Requested	\$174,068	\$188,091	\$134,904	\$157,688	\$147,704	\$151,889
Presidents Budget (PB)	\$134,793	\$126,480	\$118,759	\$118,873	\$130,825	\$145,788
Initial Funding from HQDA	\$140,236	\$123,747	\$102,859	\$114,766	\$127,833	**\$145,788
Execution	\$140,234	\$123,730	\$102,400	\$133,637	*\$134,259	

**OMA Actual initial funding and execution less than USMA Requirements**

\*Execution as of 28 Sep 15

\*\* Expected FY16 Funding -.05% - 1.3% of PB

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Requirement	UFR Amount
Cemetery	\$ 3,500,000
Reno Arnold Aud (Carpet, Seats, Lighting & Ceiling) BB 140164J	\$ 394,246
Spellman Renov to support ACI FOC	\$ 184,989
Constitution Island	\$ 1,300,000
USMAPS Chemistry Supplies	\$ 33,352
Tronsrue Facility Sustainment/Repairs exterior roof/window/exhaust	\$ 2,680,000
Furniture Spellman fls 1,2,4 to support ACI FOC	\$ 77,138
Library Contracts- Facilities	\$ 47,814
Library Contracts- Resources	\$ 285,858
Laptops	\$ 93,866
Turnstile Pedestrian gate with reader	\$ 50,000
Spellman Hall elevator	\$ 15,434
Spellman Hall Elevator Control Cable	\$ 8,340
Install Emergency Lighting - 4 Barracks	\$ 415,077
Wash Hall HistGENE Painting	\$ 125,606
Cadet Mess Hall Painting	\$ 515,864
Stewart Hanger Painting	\$ 415,942
Sidewalks Trophy Point	\$ 134,854
Mahan Hall Reno - Phase II	\$ 214,536
Central area Stamped Paving	\$ 397,828
Stewart Paving	\$ 724,767
Retaining wall Pitcher Road	\$ 94,000
Sidewalk across Sup Quarters	\$ 110,527
Paint ODIA (639, Hoffman, 56 Bridge, Sup Loge, Gillis, Tate, Christl	\$ 472,290
Replace windows Bldg 910	\$ 9,588
Water transfer station well	\$ 7,181
Replace fire pump controller	\$ 22,344
Cemetery walls part 2	\$ 211,546
Walkway Jewish Chapel	\$ 37,764
Cemetery walls part 3	\$ 150,509
Paint stairwells bldg 758	\$ 32,942
Jewish Chapel handrails	\$ 3,345
Paint bldg 745B rm 012	\$ 1,536
Total	\$ 12,769,085
FY15 Ending Balance	\$ 134,258,903
FY14 Ending Balance	\$ 133,728,388



## Pillowfight Update





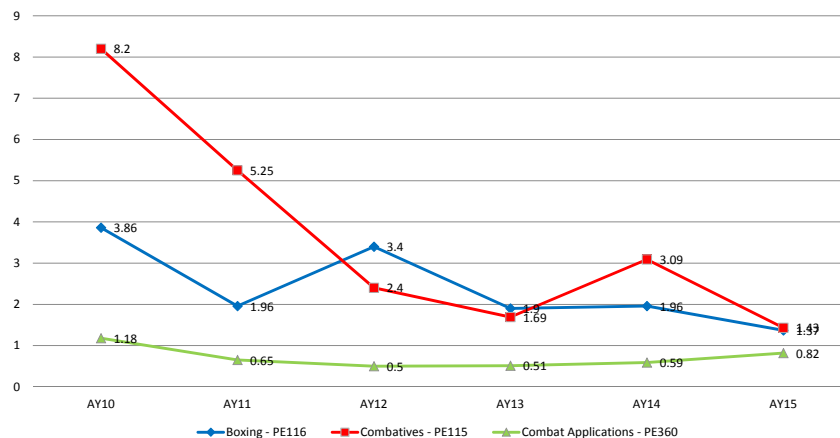
The following are highlights of the prevention/mitigation measures employed in PE116 (Boxing):

- Education and awareness (prevention, signs/symptoms, reporting)
- Pre-participation Medical Screening
- Personal Protective Equipment – molded mouthpiece, wrist wraps, 16- and 20-oz gloves, headgear (specially designed)
- Faculty certification – USA Boxing Level I Certified Instructors, USA Boxing Level IV Certified Course Director
- Sports Medicine – Certified Athletic Trainers (ATC) assigned to DPE Faculty and present to assess and manage
- In class – educated on signs/symptoms, cadets matched by size and skill level, defense taught with offense, proper lesson progression, power punches to the head limited, intensity managed by instructors, constant monitoring, controlled drilling and sparring
- “5 second/1 second Rule” – stop the action “5 seconds early” rather than “1 second too late”
- Instructor: Cadet ratio is 2:16 during non-contact instruction and 2:2 during sparring and graded bouts

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Incidence of Concussion per 1,000 Exposures in  
DPE Boxing and Combatives  
6 Year Review



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**MSA TOTAL REPORTED CONCUSSIONS  
OVERALL:**  
(Sent to the NY Times)

CALENDAR YEAR	#TOTAL REPORTED CONCUSSIONS	#TOTAL REPORTED CONCUSSIONS	#TOTAL REPORTED CONCUSSIONS
	<u>USAFA</u>	<u>USMA</u>	<u>USNA</u>
2010-2011	N/A	225	N/A
2011-2012	N/A	245	N/A
2012-2013	113	233	14 (Starts in JAN 13)
2013-2014	156	212	92
2014-2015	161	257	117
2015-2016	N/A	N/A	58 (JUL-SEP)

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**MSA TOTAL REPORTED CONCUSSIONS  
FROM BOXING:**  
(Sent to the NY Times )

CALENDAR YEAR	#TOTAL REPORTED CONCUSSIONS FROM BOXING	#TOTAL REPORTED CONCUSSIONS FROM BOXING	#TOTAL REPORTED CONCUSSIONS FROM BOXING
	<u>USAFA</u>	<u>USMA</u>	<u>USNA</u>
2010-2011	N/A	41	N/A
2011-2012	N/A	68	N/A
2012-2013	27	37	N/A
2013-2014	38	36	10
2014-2015	46	24	7
2015-2016	N/A	N/A	14

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**Total # of Reported Concussions in PE116 (Boxing) by Academic Year  
(~15 August – ~15 May)**

Academic Year	# of Reported Concussions	Rate per 1,000 Exposures
2010-11	41	1.96
2011-12	68	3.40
2012-13	37	1.90
2013-14	36	1.96
2014-15	24	1.37

**Total # of Reported Concussions in PE115 (Fundamentals of Combatives) by Academic Year  
(~15 August – ~15 May)**

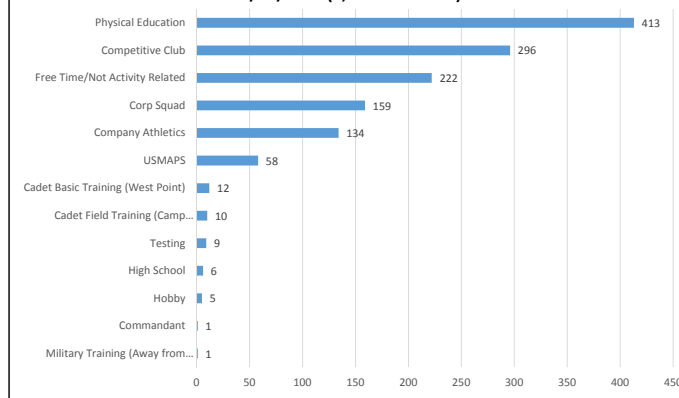
Academic Year	# of Reported concussions	Rate per 1,000 exposures
2010-11	29	5.25
2011-12	10	2.4
2012-13	6	1.69
2013-14	10	3.09
2014-15	7	1.43

"Rate per 1,000 Exposures" is the epidemiologically appropriate method for reporting injury statistics. Incident rate permits a responsible comparison; prevalence (number of injuries) is the numerator, and athlete-time (# of athletes multiplied by a measure of time) is the denominator. For example, cadets enrolled in PE116 at USMA participate in 19 lessons of boxing while midshipmen at USNA participate in 8 lessons of boxing. In order to make reasonable comparisons, incident rate is a more appropriate comparison than prevalence.

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**Total CHIs Reported by Activity at USMA 8/1/2010 through  
7/31/2015 (1,326 Total CHIs)**



**Physical Education**

- PE116 (Boxing): 206
- PE360 (Combat Applications): 83
- PE115 (Fundamentals of Combatives): 65
- PE117 (Military Movement): 19
- Other: 40

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UNITED STATES MILITARY ACADEMY  
**WEST POINT**

## NCAA-DoD Grand Alliance Concussion Assessment, Research and Education Consortium



**NCAA-DoD**  
Grand Alliance  
CARE Consortium

- a landmark \$30 million initiative to study and prevent concussion
- Three-year study marks what is considered to be the most comprehensive investigation of sport-related concussion conducted to date.

### Participating Institutions

- |                                  |  |
|----------------------------------|--|
| ➤ Azusa Pacific University       | ➤ University of North Carolina (Chapel Hill) |
| ➤ California Lutheran University | ➤ University of Oklahoma                     |
| ➤ Humboldt State University      | ➤ University of Pittsburgh                   |
| ➤ Indiana University             | ➤ University of Rochester                    |
| ➤ Princeton University           | ➤ University of Washington                   |
| ➤ UCLA                           | ➤ University of Wisconsin                    |
| ➤ University of Delaware         | ➤ Virginia Tech                              |
| ➤ University of Florida          | ➤ US Military Academy                        |
| ➤ University of Georgia          | ➤ US Air Force Academy                       |
| ➤ University of Michigan         | ➤ US Naval Academy                           |
| ➤ University of Nebraska         | ➤ US Coast Guard Academy                     |



*Grand Alliance among commitments to expand knowledge of/prevent concussions announced at White House Healthy Kids & Safe Sports Concussion Summit in May 2014*

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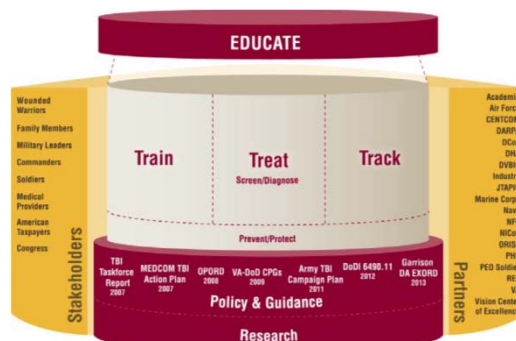


UNITED STATES MILITARY ACADEMY  
**WEST POINT**

## DA Traumatic Brain Injury Management

- Educate
  - 2011: Mandate TBI education for all Army personnel
- Train
  - Pre-deployment and annual training for all Soldiers, Leaders, Medics and healthcare providers
- Treat
  - Integrated TBI Care and services from point of injury to return to duty
  - Medical screening within 12 hours of potentially concussive event
- Track
  - All cadets given Initial and immediate Post-Concussion Assessment and Cognitive Test (ImPACT), Balance Error Scoring System (BESS)

Program developed by U.S. Army Surgeon General



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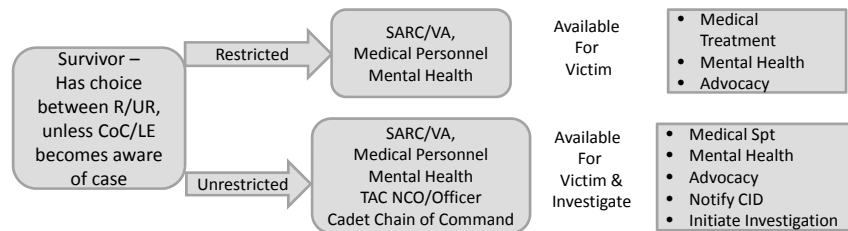
## Closing Remarks

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## Current USMA SA Reporting system

- Consistent with Army Policy – AR600-20, CH8-2a
  - Every soldier who is aware of a sexual assault should immediately (within 24 hours) report incidents.
  - Local identification of NCO and Tactical Officer and Cadets in the Chain of Command, as automatic initiation of Unrestricted Report



- What role do Cadets not in chain of command have?
- What role do administrators, instructors, coaches, mentors, sponsors have?

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## Current USMA SA Support system

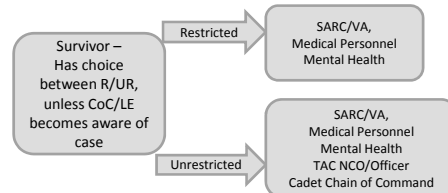
Consistent with Army Policy – AR600-20, CH8-3; 8-5, Appendix F & G

- Access to 24/7 well-coordinated, highly responsive sexual assault VA program (R/UR)
- Medical treatment/SAFE Kit (R/UR)
- Mental Health Counseling (R/UR)
- Advocacy (R/UR)
- Support during investigation (UR)
- SVP (UR)
- Expedited Transfer (UR)
- Freedom from Retaliation/Reprisal (UR)
- Only “Need to know” personnel aware of incident (UR)

**FORMAL**  
**AR600-20,**  
**USMA &**  
**USCC**  
**POLICY**



**INFORMAL**  
**USCC**  
**PILOT**  
**PROGRAM**



### Peer Counselor/Mental Health Technicians

#### Pilot Program – 1<sup>st</sup> Reg

- Peer Counselor training (60hrs) from licensed clinical psychologists
- Trained on basic counseling techniques of listening, reflecting, processing, and empathy
- Weekly supervision by licensed clinical psychologists
- Protocol for sexual assault disclosures is for immediate notification of on-call Psychologist

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## DoDI 6495.02 & AR600-20 Friction Points

### DoDI 6495.02 - Sexual Assault Prevention and Response (SAPR) Procedures

- Sexual Assault victim may disclose information to anyone they choose
- Victim may confide in another person (friend, roommate, family member) about the assault before they decide to report the assault.
- Third party disclosures are not considered reports, but are not protected conversations, if the assault is ever investigated

### AR600-20 – Army Command Policy

- Every soldier who is aware of a sexual assault should immediately (within 24hrs) report incident
- If a victims discloses an incident to persons outside the “protective” sphere of the persons covered by confidentiality policy, an investigation may be initiated.

### These disconnects create:

- Legal challenges in establishing a peer confidentiality program
- Issues with how to characterize the members of the USMA community not identified as Chain of Command
  - Mentors
  - Staff & Faculty
  - Sponsors
  - Coaches
- Issues with whether Cadets should be identified as Chain of Command, which increases the “need-to-know” number by at least 8-10 Cadets

Based on recent guidance from DA SHARP Office, USMA Policy can be revised to mirror the language on third party disclosures from the DoDI. Action in progress

## USMA BOARD OF VISITORS 2015 ATTENDANCE REPORT

BoV Member	Organizational 2015	Summer 2015	Annual 2015
Burr, SEN Richard	Absent	Absent	Present
Gillibrand, SEN Kirsten	Absent	Present	Absent
Ernst, SEN Joni	N/A	Present	Present
Murphy, SEN Christopher	N/A	Absent	Present
Womack, REP Steve	Present	Present	Present
Israel, REP Steve	Absent	Absent	Present
Sanchez, REP Loretta	Absent	Absent	Absent
Conaway, REP Mike	Absent	Absent	Present
Pompeo, REP Mike	Present	Absent	Present
Archuleta, Mr. Bob	Present	Present	Present
Murphy, Mr. Patrick	Present	Present	Present
Fulton, Ms. Brenda Sue	Present	Present	Present
McNally, Elizabeth	Present	Present	Present
Epstein, Mr. Ethan	Present	Present	Present
McGowan, HON Gerald	N/A	Present	Present
Morrison, Mr. Travis	Present	N/A	N/A

NOTE: Mr. John Travis Morrison's term expired and he was replaced by former Ambassador Gerald McGowan in July. Senator Joni Ernst was appointed to the BoV on 27 March 2015 and Senator Christopher Murphy was appointed 25 June 2015.

BoV Attendance in 2015
<b>Attended all meetings held:</b>
Senator Joni Ernst
Congressman Womack
Mr. Bob Archuleta
Ms. Sue Fulton
Ms. Elizabeth McNally
Mr. Travis Morrison
Mr. Ethan Epstein
Mr. Gerald McGowan
<b>Missed 1 Meeting:</b>
Congressman Mike Pompeo
Senator Christopher Murphy
<b>Missed 2 Meetings:</b>
Senator Richard Burr
Senator Kirsten Gillibrand
Congressman Steve Israel

Congressman Mike Conaway
<b>Missed All Meetings:</b>
Congresswoman Loretta Sanchez

## **MATERIALS FURNISHED TO THE 2015 BOARD OF VISITORS**

### **ORGANIZATIONAL MEETING**

#### **Materials:**

- Agenda
- Briefing Slides
- 2013-2014 Department of Defense Annual Report on Sexual Harassment and Violence at the Military Service Academies
- Character Development Strategy
- Efficacy of Service Academies White Paper (Draft)
- 2015 USMA Strategic Plan
- “Getting to the Left of SHARP: Lessons Learned from West Point’s Efforts to Combat Sexual Harassment and Assault.”

### **SUMMER MEETING**

#### **Materials:**

- Agenda
- Meeting Slides
- Draft 2014 Annual Report
- March 2015 Meeting Minutes
- Information Paper: Targeted Interventions for Third-Class Cadets for Sexual Assault

### **ANNUAL MEETING**

#### **Materials:**

- Agenda
- Meeting Slides

**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, 2015**

#### **Morale and Discipline**

- Character Development Strategy (March 2015)
- Sexual Assault/Sexual Harassment Statistics (July 2015)
- Higher Standards (July 2015)
- Sexual Harassment/Assault Response Prevention (SHARP) and Cadets Against Sexual Harassment/Assault (CASHA) Programs (November 2015)
- Plebe Pillow Fight (November 2015)

#### **Physical Equipment**

- Gift-Funded Construction Approval Process (March 2015)
- Construction Update (July 2015)

#### **Academics and Instruction**

- Curriculum Change (March 2015)
- Cadet Summer Training Highlights (July 2015, November 2015)
- Creation of the Army Cyber Institute (July 2014)
- Periodic Review Report (PRR) (March 2015)
- Accreditation Update
- Faculty Operational Experience Update (July 2015)
- Intellectual Capital and Outreach to the Army (November 2015)

#### **Fiscal Affairs**

- DoDIG Report on Gift Funds and GFEBS Restructuring (March 2015)
- Budget Update (March 2015, July 2015, November 2015)
- Sole Source Catering in FY15 NDAA (July 2015)

#### **Other Matters**

- Admissions Update (March 2015)
- Military Service Academy Report on Sexual Assault (March 2015)
- USMA Strategic Plan (March 2015)
- Army West Point Athletic Association Restructuring (March 2015, July 2015)
- Efficacy of Service Academies (March 2015)
- Class of 2019 Admissions Update (July 2015)
- Class of 2020 Admissions Update (November 2015)
- Faculty Demographics Update (July 2015)
- Legislative Issues (July 2015)
- Strategic Offsite Update-Assessment and Actions (November 2015)
- Branching Update-Class of 2016 (November 2015)
- New York City Outreach by Cadets (November 2015)
- Boxing and Grand Alliance Concussion Study (November 2015)

## 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.

Charter  
United States Military Academy Board of Visitors

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