

2016

ANNUAL REPORT

UNITED STATES MILITARY ACADEMY

BOARD OF VISITORS



JANUARY 30, 2017

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PRESIDENT OF THE UNITED STATES

**REPORT OF THE 2016 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)  
Sean Patrick Maloney, New York  
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. Bob J. Archuleta, 9707 Orange Terrace, Pico Rivera, CA 90660 (Appointed January 14, 2013 to serve until December 30, 2014)

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 2016.** In 2016 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 April 4, 2016. The summer meeting was held at West Point, NY on July 11, 2016. The final meeting, designated by the members as the required annual meeting, was held in Washington, DC on November 30, 2016.

**b. The Organizational Meeting of the 2016 Board.** The first meeting of the BoV in 2016 was held on April 4, 2016 at West Point, NY. Attendance at this meeting included three US Representatives and four 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, attended as the Secretary of the Army's designated representative to the BoV, addressed the Board, and then remained for the meeting. The Academy's Superintendent, LTG Robert L. Caslen, Jr. and Academy leadership provided updates on: 1<sup>st</sup> Semester Highlights, Class of 2020 Admissions Update, Military Program Review, Benavidez Leadership Program, Class of 2016 Branching Update, Intellectual Capital for the Army, Curriculum Revision Update, SHARP (Sexual Harassment/Assault Response and Prevention) Update, Character Development Update, Athena's Arena Update, Athletic Department Restructure, USMA Construction Update, DoD Warrior Games, and Upcoming Events. The Board unanimously re-elected Brenda S. ("Sue") Fulton as Chair of the BoV and Congressman Steve Womack as Vice-Chair, the meeting dates for the summer and annual (Fall) meeting were set, the Board reviewed and approved the Rules of the USMA Board of Visitors and reviewed the Charter renewal. The summarized meeting minutes can be found on page 9.

**c. The Summer Meeting of the 2016 Board.** The summer meeting of the BoV in 2016 was held on July 11, 2016 at West Point, NY. Attendance at this meeting included three US Representatives and five 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 discussed a proposed change to the Rules of

the USMA Board of Visitors regarding interaction with the media; no conclusion was reached. The Superintendent, LTG Robert L. Caslen, Jr. and the Academy leadership updated the Board on Key Events, Second Semester Highlights, Class of 2020, Summer Military Program Highlights, Integrated Boxing, Intellectual Capital Update, SHARP (Sexual Harassment and Assault Response and Prevention) Update, Athletic Department Restructure Update, USMA Construction Update; and Upcoming Events and budget. Summarized meeting minutes can be found on page 55.

**d. The Annual Meeting of the 2016 Board.** The annual meeting of the BoV in 2016 was held on November 30, 2016 in Washington, DC. Attendance at this meeting included four US Senators, four Representatives and five Presidential Appointees. A quorum, consisting of at least six Board members with one member of Congress, was achieved. Mr. Donald “Don” Salo, Deputy Assistant Secretary of the Army for Military Personnel and Quality of Life, was the Secretary of the Army’s designated representative, addressed the Board, and remained for the main meeting. The Board approved the summer meeting’s minutes, and, as part of the Presidential Transition, requested resumes and curriculum vitae (CV) from each Member. The Superintendent, LTG Robert L. Caslen, Jr. and Academy leadership updated the Board on Key Events, Offsite Assessment/Strategic Action Plan, Class of 2021 Update, and United States Corps of Cadets Updates, including Branching Results; Integrated Boxing; Academic Board Updates, Sexual Harassment/Assault Response and Prevention (SHARP); Athletic Department Restructure; USMA Construction; Davis Barracks delay; Memorialization; and Upcoming Events. The date for the organizational meeting of the BoV was set for Wednesday, March 9, 2017 in Washington, DC. Summarized meeting minutes can be found on page 104.

**e. Renewal of the USMA BOV Charter.** The United States Military Academy Board of Visitors Charter was filed on June 23, 2016. The Charter was approved for renewal on November 16, 2016.

**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 2016, 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. We expect to continue to increase the numbers of minorities including women, African Americans, Latinos, and others, so that the Academy better reflects the Nation that it serves. The Board notes that in 2016, as further evidence of its continued superior academic standing, West Point's college ranking among major publications includes *Forbes* number one Public College in the Country; *Princeton Review* first in Most Accessible Professors; *US News and World Report* second in Public Liberal Arts College and fourth in Best Undergrad Engineering Programs.

**(2) New Construction and Renovation of the Barracks and Academic Facilities at West Point remains a serious concern.** We need continued Army SRM (Sustainment, Restoration, Modernization) funding for barracks renovation through 2021 to complete all existing barracks spaces. The Army's SRM funding for barracks renovation transformed Scott and Mac “Short Wing” barracks.

(a) The cadet barracks continue to be overcrowded and in need of repair/renovation. The new Benjamin O. Davis barracks, on track for completion in December, 2016, will alleviate the overcrowding. Renovation of the MacArthur “Short” wing was completed, and the wing is now occupied; the contract for the renovation of MacArthur “Long” was awarded, and renovations have begun.

(b) Academic facilities are also of concern. All academic buildings, except Bartlett Hall, are past their life cycle. Renovations of the Bartlett Hall Science Center were completed in May 2016. Future unfunded projects include a much-needed Multi-Purpose Academic Center, a parking garage, and the Army Cyber Institute's permanent facility. On December 1, 2016, the members of the Board of Visitors signed a letter to the Secretary of the Army and Chief of Staff of the Army requesting consideration of future funding for the construction of a Multi-Purpose Academic Center (MPAC) for Innovation, Engineering and Cyber Education.

**(3) Sexual Harassment and Assault Response and Prevention (SHARP) and Cadets Against Sexual Harassment and Assault (CASH/A).** Eliminating sexual harassment and

assault at West Point remains the top priority of Academy leaders from top to bottom, and a top concern of this Board. To that end, the Academy has continued to seek out and implement improvements to prevention and response programs. The SHARP program continued to train Cadets, Staff and Faculty, and all other personnel about preventing sexual assaults and sexual harassment. The new SHARP Program Manager, who was hired in August 2015, has made tremendous strides in the prevention of sexual assault and harassment, including the setup of a SHARP Resource Center located in the center of the Cadet Area, which allows for easier reporting of incidents and a higher level of confidence in the program. The Cadet-created team, Cadets Against Sexual Harassment and Assault (CASH/A), continues to do a remarkable job of stepping up to “own” the program. 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.” Cadet leadership appears to be improving the climate in the Corps of Cadets, and the Board is eager for ongoing improvement. The Board continues to track reporting statistics and survey results closely to ensure that progress is made on this critical issue.

**(4) Character Development Strategy and Honorable Living.** The Board commends the Superintendent for making character development and “Honorable Living” training central to Cadet training. “Honorable Living” goes beyond a set of rules, embodied by the Honor Code and Respect program; it requires living by a set of values: West Point’s “Duty, Honor, Country,” and Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Cadets must internalize these values so they become part of their character; this prepares them for the ethical decisions they must make as officers. Cadets learn that to live honorably means living those values not just in uniform, but day-to-day, “24/7.” This focus on Character Development is now embedded in all aspects of the 47-month experience.

**(5) Restructuring of the Army Athletic Association (AAA) to a 501(C)3 non-federal entity (NFE), the Army West Point Athletic Association (AWPAA).** USMA continued the process of establishing a cooperative agreement with the Army West Point Athletic Association and continued working with the Army staff to ensure tracking of funds is compliant with regulations and auditable. The issue of non-military coaches, who reside on post, having to pay tuition for their children to attend elementary or middle school on West Point remains unresolved, but USMA continues working with DoD on the issue.

## **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 new Davis barracks, and provide sufficient funding to continue modernizing the remaining existing barracks in a timely manner. Any further delays in addressing the failing infrastructure and overcrowding would have significant negative impacts on Cadet training and education. In addition, the Board recommends that the Administration support funding for the renovation of existing Academic and administration facilities, and provide funding for a Multi-Purpose Academic Center and a parking structure; as well as a permanent facility for the Army Cyber Institute in the cadet academic area.

**(2) Adequate levels of 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 with a great deal of caution. Future budget reductions have the potential to adversely impact the curriculum, quality of the education, and/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 (AWPAA).** The Board recommends the Administration continue to support this initiative. This proposed change would bring the Military Academy in 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, would raise revenue, and would allow Coaches' children's attendance at on-post schools. This 501(c)3 entity would be managed by a Board of Directors, run by the West Point Command. The Academy anticipates that the Secretary of the Army will complete the review of the Cooperative Agreement with the goal of initial operating capability for AWPAA in early 2017.

2016 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



K. MIKE CONAWAY  
United States House of Representatives

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LORETTA SANCHEZ  
United States House Of Representatives




SEAN PATRICK MALONEY  
United States House of Representatives



MIKE POMPEO  
United States House of Representatives



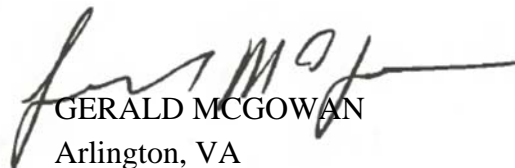
BOB I. ARCHULETA  
Pico Rivera, CA



ETHAN EPSTEIN  
Albuquerque, NM



ELIZABETH MCNALLY  
Scarsdale, NY



GERALD MCGOWAN  
Arlington, VA

# **USMA BOARD OF VISITORS AGENDA**

## **APRIL 4, 2016 MEETING West Point, NY**

- **Welcome (Col Green)**
- **Chair remarks/Board Business (Ms Fulton)**
  - Proposed meeting dates for 11 July (USMA), 30 Nov (DC)
  - Election of 2016 Chair and Vice Chair
  - Swearing In – Presidential Appointees
  - Review of Rules of the USMA Board of Visitors
  - Review of USMA Board of Visitors Charter
- **Superintendents remarks (LTG Caslen)**
- **SA Rep Remarks (Ms. Wada)**
  
- **Superintendent Topics:**
  - **1<sup>st</sup> Semester Highlights**
  - **Class of 2020 Admissions Update**
  - **Military Program Review**
  - **Benavidez Leadership Program**
  - **Class of 2016 Branching Update**
  - **Intellectual Capital for the Army**
  - **Curriculum Revision Update**
  - **SHARP Update**
  - **Character Development Update**
  - **Athena's Arena Update**
  - **Athletic Department Restructure**
  - **USMA Construction Update**
  - **DoD Warrior Games**
  - **Upcoming Events**

**MINUTES**  
**BOARD OF VISITORS SPRING MEETING**  
**April 4, 2016**  
**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. SUPERINTENDENT'S REMARKS.** Lieutenant General (LTG) Robert L. Caslen, Jr., USMA Superintendent, welcomed the Board members attending the meeting. He thanked the Chair and Vice Chair for their service over the past year and welcomed the Honorable Debra Wada, Assistant Secretary of the Army for Manpower and Reserve Affairs, the Secretary of the Army's representative. LTG Caslen discussed the agenda, the importance of BoV meetings, and the hard work his staff puts into ensuring successful visits and meetings. He welcomed the new Commandant, Brigadier General (BG) Diana Holland, who arrived in January, and commended the Army Women's Basketball Team, who won the Patriot League Championship and went on to the first round of the NCAA tournament. Finally, he noted leaders who had recently visited West Point including: John Brennan, Director of the CIA; Jim Jeffrey, US Ambassador to Iraq; Drew Faust, Harvard University President; and the Honorable Ashton Carter, Secretary of Defense.

**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 passed on the regards of Acting Secretary of the Army Patrick Murphy, at his request. He wished all the Board members well and wishes he was still on the Board, but now has other requirements he has to meet. Honorable Wada thanked the Board members for being at the meeting and participating on the Board.

**5. ADMINISTRATIVE ANNOUNCEMENTS.** COL Green, USMA Chief of Staff, noted the last meeting of the Board of Visitors was held in Washington, DC on November 16, 2015; a quorum was present and the Board of Visitors received updates on the following recent important events since the last Board of Visitors meeting: achievements and accomplishments; results of our strategic offsite; accreditation; Cadet Summer Training Highlights; Class of 2020 Admissions data; the Class of 2016 Branching; intellectual capital and outreach to the Army; New York City outreach by Cadets; a Barracks Update; Sexual Harassment Assault Program; the Cadets Against Sexual Harassment and Assault Program, the Plebe pillow fight investigation; boxing; the Grand Alliance Concussion Study; and USMA's 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.**

a. The first business discussed was election of the Chair and Vice Chair. Ms. Fulton was nominated for the position of Chair and it was seconded, and in a unanimous voice vote, Ms. Fulton was re-elected Chair for 2016. Congressman Steve Womack was nominated for the



Vice Chair position, which was seconded, and in a unanimous voice vote, Congressman Womack was re-elected Vice Chair for 2016.

b. The second order of business was to approve the dates for the Summer and Fall Board meetings. The proposed dates were July 11, 2016 at West Point and November 30, 2016 in Washington, DC. Congressman Womack noted that July 11 fell on a short weekend, with votes to be held in the evening and inquired as to whether the meeting could be held on the morning of July 11, 2016, instead of the afternoon. This would likely allow more Members of Congress, on the Board of Visitors, to attend the meeting. Further, he asked if it could be arranged for the Board members to observe Cadets during summer training on Sunday and the meeting on Monday. The Board members voted to hold the meeting on the morning of Monday, July 11, 2016, with arrival Saturday evening, July 9, and observe Cadet Summer Training on Sunday, July 10.

c. The third order of business was to vote on the revised Rules of the Board of Visitors. The revised Rules of the Board of Visitors was sent to Members on March 29, 2016 for their review. In a unanimous voice vote, the revised Rules of the Board of Visitors were approved.

d. The Board of Visitors Charter was discussed briefly. The Board of Visitors Charter was last renewed in November 2014 and is due for renewal in November 2016.

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

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

(1) The Superintendent reviewed the vision of West Point and the USMA Mission statement. He emphasized that character development is critical, that if leaders fail in character, they also fail in leadership. LTG Caslen then went over his priorities, which have changed somewhat since GEN Milley became the Chief of Staff of the Army:

(a) Develop leaders who will be prepared to fight and win our Nation's wars and leader development, which includes:

(1) Living honorably, which is based on the honor code, not to cheat, lie, or steal, or tolerate those who do.

(2) Eliminate sexual harassment and assault, and develop a command climate that does this.

(3) Build a culture of excellence and winning. Not winning by any means necessary, but winning honorably and by the rules.

(4) Diversity. Taking steps to make West Point reflect America's demographics, and those of the Army and to build teams where every member feels value added.

(b) Force Protection. A lot of progress has been made in force protection. The Army authorized West Point to hire 15 additional security guards Monday-Friday in Central Area. On weekends, Cadets still provide security in Central Areas. Currently, there are no threats against West Point, however, the additional security guards give USMA added force protection capacity.

(c) Continue building a strategic relationship with New York City. USMA has reaped many benefits in this area; New York City is very diverse and the culture so rich it gives tremendous opportunities for developmental programs for Cadets and faculty.

(d) Finally: Beat Navy!

(2) At the fall meeting, the strategic goals were discussed. LTG Caslen went over those goals very briefly:

(a) Develop the Corps of Cadets

(b) 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

(3) LTG Caslen then went over the key events since November's meeting, including: the Army/Navy football game; the assumption of command of the first woman Commandant, BG Holland; the Army/Navy Men's and Women's basketball games at Madison Square Garden (the Men's basketball game was canceled due to snow); 100<sup>th</sup> Night for the Class of 2016; the Flipper Dinner in which Captain Griest, one of the women Ranger School graduates, was the guest speaker; the Mission Command Conference, which gave Cadets from the class of 2016 the opportunity to speak with Soldiers, junior officers and their Platoon Sergeants and First Sergeants, who recently returned from deployment; the USMA Executive Steering Group, which is chaired by the Acting Secretary of the Army and the Chief of Staff of the Army; Plebe Parent Weekend; the Foreign Academy Exchange Program; and West Point Day at Fort Hamilton.

(4) LTG Caslen noted USMA's institutional rankings in the following publications:

(a) *Forbes* (2015): Number one Public College in the Country, number one Best Value, and number nine in the Northeast.

(b) *Princeton Review* (2015): Number one Most Accessible Professors, number two in Best Health Services, number three in both Best College Library and Most Politically Active Students and number nine, Everybody Plays Intramural Sports.

(c) *US News and World Report* (2015): Number two Public Liberal Arts College and number three Best Undergrad Engineering Programs.

(d) *HP Enterprise Security* (2014): Number 11 Best School for Cybersecurity (the only Academy in the Top 12).

(e) *Business Insider* (2015): Number 13, Best College Campus (the only Academy in the Top 20)

(5) LTG Caslen informed the Board members of achievements of personnel assigned to West Point:

(a) COL Leon Robert, Dept. of Chemistry and Life Sciences, and a team from ARCIC were awarded a patent for improvement to the M127A1 white star polytechnic illuminant, or parachute flare.

(b) Dr. Morten Ender, Dept. of Behavioral Sciences and Leadership, was the recipient of the Robin M. Williams, Jr. Award for Distinguished Contributions to Scholarship, Teaching and Service from Peace, War, and Social Conflict section of the American Sociological Association.

(c) LTC Luis Alvarez, Dept. of Chemistry and Life Sciences, was named the Geneva Foundation's 2015 Researcher of the Year.

(e) Cadet Kelsey Minato was an Honorable Mention All American, Patriot League All Time Scorer, and is a potential draft choice for the WNBA.

(f) Cadet Jesse Glenn won the National Championship on the High Bar in Gymnastics.

(g) A USMA 2015 graduate won the Marine Corps Marathon, the first marathon he had ever run; a faculty member from the Department of Physical Education competed in the Olympic trials; several Cadets were selected to compete in the Sport Parachute World Meet ; Cadets competed in the State Department's Combating Terrorism Competition, coming in second in the nation; the USMA Debate Team made it to the Elite Eight of the National Debate Tournament; and USMA personnel won the Army 10-Miler Active Duty Mixed Team.

(h) With regards to the "Beat Navy!" tracker, USMA and USNA are tied 12-12 overall in NCAA competitions, with several more sporting events to go; in Club sports and academic teams, USMA consistently defeats Navy.

**b. Admissions Update:** COL Deborah (Debbie) McDonald, Director of Admissions, updated the Board Members on the incoming class of 2020. Her three slides are in Appendix B. Class size is expected to be 1,250; currently there are 1,389 obligations and 882 acceptances. She then showed the Board Members the class composition comparison for the classes of 2014-2019. Class composition goals for West Point are set to meet or exceed the officer cohort levels within the Army. The number of women and African Americans who entered in 2018-19 were significantly higher than in previous classes. The attrition rate for the Class of 2019 is consistent across the board for most demographics; however, there was a little higher attrition rate with African American women, in the Class of 2016. The question was raised whether there were reasons driving the attrition rate so much in the African American demographic. Dr. Donald Outing, USMA's Chief Diversity Officer, stated that an Academic Success Program Coordinator had been hired to help USMA assess that issue and better understand why under-represented groups don't retain as well at majority institutions.

**c. Commandant of Cadets:** BG Diana Holland provided an overview of the military program and branching as it pertains to the integration of women into the Infantry and Armor branches. In October 2015 USCC hosted an external review to assess how to build and

maintain a world-class military program. The panel included several active and retired General Officers and others. Their recommendations have been implemented or are in the process of being implemented:

(1) Strengthen training standards and increase the overall challenge of Cadet Basic Training.

(2) Broaden the military education program to enable Cadets to move from learning basic tactics to understanding the complexity of the battlefield that they will encounter after graduation.

(3) Increase the stature of the Director of the Department of Military Instruction (DMI) – the CSA approved requisite coding of the DMI Director position as a post Brigade Commander billet.

(4) Recognize and resource the new West Point research center, the Modern War Institute (MWI), due to its value to the Military Program, West Point, and the Army; the CSA approved a TDA (Table of Distribution and Allowance) grade structure increase (O4/MAJ to O6/COL) for the MWI Director position.

(5) Provide a dedicated faculty to West Point's capstone military course, MX 400 Officership – the VCSA approved an increase of nine O3/CPT authorizations on the USMA TDA for MX400. We expect the Army to document these nine positions on the USMA TDA in June 2016.

BG Holland then gave an overview of the Modern War Institute (MWI). The MWI was established in the summer of 2015, in line with building a world class military program. The Institute is a research arm for USMA's military program; its purpose is to educate present and future leaders on military problems and the necessary problem-solving skills to win in a complex world. The MWI currently has a Distinguished Chair, the Director and Deputy Director, and four donor-funded positions (one of which is already filled). MWI will have 12 to 20 non-resident fellows who write research and support the Institute. Finally, MWI includes eight Defense and Strategic Studies (DSS) faculty who instruct 200 Cadets majoring in DSS.

The next topic was the integration of women into the Infantry and Armor branches. In 2016, women did not have the option to choose Infantry or Armor because the combat exclusion had not been lifted, however, they were allowed to rank-order those two branches when they submitted their preferences. There were 154 women in the Class of 2016, and of the 17 branches, the average ranking was 12 for Armor and 14 for Infantry. Two women listed Infantry as their first choice and no women selected Armor as their first choice. In January, when women were given the option to branch transfer into the Infantry and Armor, that increased to three women for Armor and four for Infantry. A 10-week program was developed to help assess and strengthen all of the more than 200 Cadets – men and women – going into Infantry. The program has three pillars, physical, cognitive, and military. This program has also been opened to the three women going into the Armor branch. On April 23, Ranger instructors from Fort Benning will come to West Point to administer the Ranger Physical Fitness Test and then evaluate them on the 12-mile foot march.

BG Holland also highlighted the Occupational Physical Fitness Assessment Test (OPAT) which is a gender-neutral branching standard. It assesses a Soldier's or Officer Candidate's physical aptitude and has four events:

- (1) Standing long jump
- (2) Seated power throw
- (3) Strength dead lift
- (4) Shuttle run

Command Sergeant Major (CSM) Dawn Rippelmeyer, the CSM to the US Corps of Cadets, informed the Board Members that 24 Non-Commissioned Officers graduated from the Benavidez Leader-Development program in preparation to be Tactical (TAC) NCOs for the cadets. This program is a three-week, graduate-level program of instruction, led by USMA Dept. of Behavioral Science and Leadership and the Dept. of History instructors teamed up with Columbia Teachers College. The program focuses on institutional change and individual development as well as Military History. Tactical (TAC) officers go through a similar year-long program at Columbia. This new program gives the TAC NCOs and TAC Officers some of the same frame of reference in developmental models..

**e. Dean of the Academic Board:** Vice Dean Dr. Jean Blair gave the Board members updates on curriculum, intellectual development and character development at USMA. USMA is implementing a new curriculum beginning with the Class of 2019. Each major now includes 10 courses within a particular discipline and a complementary sequence of three courses that complement the major. Part of the design yet to be finished is the Integrative Learning Model where courses are integrated across all four years to teach integration, interdisciplinary, and multidisciplinary skills, and culminate with the Grand Challenge. She briefly described the Network Models for Ungoverned Spaces, STEM (Science, Technology, Engineering and Math) outreach efforts, the Operations Research Center and the Civil Military Operations Center.

The Operational Experience Program, an initiative of GEN(R) Odierno, is in its third year. PUSMAs (Professor, USMA), return to various active Army locations for six months to a year. Both USMA and the Army have benefited; another three PUSMAs will be deployed next year on these operational experiences.

Character Development has become an integral part of teaching at USMA. Since LTG Caslen arrived, a character development strategy has been developed which identifies, articulates, and codifies how USMA develops character.

USMA is trying out a new program to assist at-risk Cadets, identifying entering Cadets who may have more of a propensity to struggle academically, and providing additional tutoring. The results of the new strategy will not be fully known until 2020.

LTG Caslen then asked Dr. Blair to describe the Integrative “Grand Challenge.” Cadets are assigned multidisciplinary teams and are given a very open-ended problem on which they must work together collaboratively using various different skills to solve the problem.

**f. Cadet Character Program:** BG Holland gave an update on the Cadet Character Development Program, run by the Simon Center for the Professional Military Ethic (SCPME). This is the inaugural year for this curriculum, which supports the moral, social, and civic facets

of character. The program is taught by Cadets and supervised by TAC Officers. Feedback on the program will be forthcoming.

**i. Budget Update:** COL Green updated the Board on the USMA budget. He highlighted the budget process and showed USMA's year-to-year funding line for the period 2012-2015. Aside from a downturn of about 15 percent in 2013 due to sequestration, the Army has resourced USMA to its required level. He noted that the USMA budget for FY16 would be about \$142 million, which would be a substantial increase from \$127 million in 2014. The additions of the Army Cyber Institute and the Office of Diversity, Inclusion, and Equal Opportunity, account for the budget increase. He noted that Cemetery upgrades were needed and then highlighted multiple unfunded requirements: upgrades to Spellman Hall, the future headquarters for the Army Cyber Institute, because of several life, health, safety and electrical issues in the building; 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, life and electrical.

**j. SHARP Update:** COL Green informed the Board that Cadet Carson Warnberg, the CASH-A Education Officer, was a recipient of a White House Champion of Change Award, and will be recognized at the White House. The Cadet CASH-A "It's On Us" video, which was played for Board members, earned honorable mention from the NCAA. LTG Caslen then discussed the USMA Sexual Assault Reporting/SA Report Status (Appendix C), and discussed the Service Academy Gender Relations Survey from 2014. This survey, conducted every two years, will be given this year, with results available late 2016. In response to a question about male victims, Ms. Samantha Ross, the SHARP Program Manager, pointed out that can be very difficult for male victims to come forward due to the stigma associated with reporting incidents of this nature.

Discussion turned to the focus groups in which Members participated prior to the start of the meeting. Ms. Elizabeth McNally commended the Superintendent for how far character development has come since his arrival to West Point. Ms. Fulton asked about retaliation, which is beginning to show up in Army surveys as a concern, and whether USMA had taken steps to prevent it. Ms. Ross indicated that the Superintendent and Commandant had policies in place designed to prevent retaliation, and to address it, if it should arise. Retaliation is required to be reported to the Army as well.

LTG Caslen addressed a point that was brought up at November's meeting, that of 16 reports, seven victims declined to report. Research was done to glean additional information on these seven incidents. He noted that, of the seven, five victims were receiving support; three incidents occurred to the victim prior to entering West Point; two were committed by an unknown civilian perpetrator; and three reports were chain-of-command initiated through accidental disclosure via a written essay.

The Superintendent updated the Board on three prior recommendations from the Board:

- (1) Establish a peer group with confidentiality.
- (2) Establish a peer support program.
- (3) Establish a survivor group for women and Cadets.

The Superintendent stated that each of the above are currently in place. Conflicting guidance from DOD and the Army had to be resolved, i.e., the Army requires that if a third party identifies an incident, particularly a member of the chain of command, it must be reported, and DoD Instructions (DoDI) states the opposite. The Army agreed to allow USMA to follow the DoDI guidance. The Superintendent then briefed the Members on each group or program. Ms. Ross explained the survivor support group, led by a Victim Advocate; the SARC (Sexual Assault Response Coordinator), and MAJ Damon Torres; and a psychologist from Center for Professional Development (CPD). Survivors mostly find out about this resource by word of mouth.

Dr. Outing gave an update on the 40-Year Celebration of Women at West Point. This year's conference will feature guests, participants and speakers to include the Honorable Eric Fanning, who was Undersecretary of the Army, and is pending confirmation as the 22<sup>nd</sup> Secretary of the Army; HON Wada, the ASA(M&RA); General Ann Dunwoody, former Commander of the Army Materiel Command; and Ms. Gayle Lemmon, author of *Ashley's War: The Untold Story of a Team of Soldiers on the Special Operations Battlefield*. Honorable Deborah Lee James, the Secretary of the Air Force, will accompany Eric Fanning. The conference will begin with a memorial service honoring fallen graduates followed by a reception, and celebration of firsts, with opening remarks by the Commandant, BG Holland. The second day will include an Academy update, and a question and answer session with the Superintendent and other members of the leader team, followed by a plenary session with GEN Dunwoody, lunch, and then an address by Mr. Fanning; in the evening the speaker will be Ms. Lemmon. The final day will consist of their participation in a Cadet Review, group photo followed by the closing ceremony and lunch, with a presentation from the Army Rangers.

**k. Athletic Update:** COL Robert Dickerson, Deputy Athletic Director, gave an update on the transition of the Army Athletic Association from a Non-Appropriated Fund (NAF) entity to a 501(C)3 entity called the Army West Point Athletic Association (AWPAA). Currently, USMA is sending a Cooperative Agreement to the Secretary of the Army to approve delegating the authority for USMA to enter into the Cooperative Agreement. It will allow USMA to lease real and personal property to AWPAA, such as sports facilities, administrative buildings, personal property, computers, etc. The cooperative agreement will allow for the exchange of goods and services between AWPAA and USMA, with prime examples being housing and the ability to make the sports program more competitive, and will allow the children of coaches to attend schools on post. The Superintendent, the Commandant, the Dean, and Chief of Staff will be members of the Board who will participate in oversight, but not day-to-day operations, of the AWPAA. The Superintendent will have control of the AWPAA Board and will designate its personnel; currently these members include the Commandant, the Dean, the Athletic Director, the Chief of Staff, the Garrison Commander, and two civilians to be selected by the Superintendent. The Board will govern the Athletic Director, the Coaches, Trainers, Equipment Personnel, etc. The Superintendent will have direct control over the Deputy Athletic Director, who is a Colonel, and other military members who work in the Athletic Department. LTG Caslen made the point that maintenance and utilities of the leased facilities is the responsibility of the AWPAA.

**l. Construction Update:** COL Landy Dunham, Garrison Commander, provided an update on ongoing construction. He discussed the morning walkthrough of the new Davis Barracks, as well as the ongoing renovation of the MacArthur (MAC) Long Wing of the barracks, and MAC Short Wing, whose renovation was recently completed. Of the nine barracks, the last to be completed will be Sherman Barracks. COL Dunham feels they will be able to maintain the timeline, despite the identified cracks in the floor of the MAC Long Wing. He further added that

funding was received for the fourth barracks upgrade, Pershing Barracks, the oldest set of barracks at West Point, and funding has been received for the fifth barracks upgrade, Eisenhower Barracks, in which the design project is scheduled to be awarded in May. Davis Barracks is 75 percent complete, and work is ongoing to meet the December 24, 2016 completion date. Davis Barracks completion is closely tied to the Cadet Barracks Update Program (CBUP) and the beginning of the Pershing Barracks renovation. Also funded is The Barracks Chiller Plant which will provide heat and A/C to the barracks. The Waste Water Treatment Plant received \$10 million in Sustainment, Restoration and Modernization (SRM) funding in 2014; the state-of-the-art Waste Water Treatment Plant design is about 35 percent complete.

Future military construction (MILCON) projects for the FY '22 POM include the Multipurpose Academic Center, called the MPAC, an \$89 million project, and the FY22 parking structure, a \$30 million project. Due to the Chief of Staff of the Army's new priority of readiness, the MPAC was out-competed for FY '19 by two projects, one being the Center for Excellence in Cyber, and was not recommended for funding as an insert for FY '19. USMA will try to re-compete it for projects in FY '22 as the Command's number one priority. The parking structure fared better as it came in the top ten, below the line, number five for FY '22. COL Green noted that FY '19 was not successful as far as funding for MILCON projects. Of the approximately \$450 million available in the Army's budget for MILCON, the Army's focus is on Cyber, and there is a \$153 million housing priority. USMA will continue to make the case for USMA's MILCON projects and see if it can compete in FY '19 or FY '20. Ms. Fulton commented that in addition to Congressmen Pompeo and Womack, there were several Congressional staffers attending the meeting and offered her help in educating those members. She further stated it was a disappointment the MPAC was disapproved. Congressman Womack noted that the HAC (House Appropriations Committee) had not had the Superintendents from the Service Academies testify, however, he had asked Chairman Frelinghuysen whether the HAC should consider bringing each of the Superintendents to Congress collectively to discuss these issues. Congressman Womack felt it would be enlightening for the Members of the HAC to hear from the Superintendents collectively.

**m. G3/Operations Update:** COL James Barren, the USMA G3/Operations Officer, briefed the Board on the upcoming DoD Warrior Games, which will be hosted by West Point June 15-21, 2016. This will be the seventh annual DoD Warrior Games, which began in 2010 as a Paralympics sports event for wounded, ill, and injured service members and veterans, as part of their rehabilitation. The games were hosted during the first five years in Colorado Springs by the US Olympic Committee. There will be approximately 270 athletes participating this summer with teams from the Army, Navy, Marine Corps, Air Force, Special Operations Command, and the United Kingdom. Mr. Gary Sinise, the 2015 Thayer Award Recipient, will be the Master of Ceremonies for the closing ceremonies, and will perform with his Lieutenant Dan Band,

n. The Superintendent finished the update to the Members with upcoming events: Sexual Assault Awareness and Prevention Month (April), the National Conference on Ethics in America, Sandhurst military skills competition, the Annual Cyber Defense Exercise, Conference for Service Academy Superintendents, Graduation in May, and the DoD Warrior Games.

Ms. Fulton commended LTG Caslen and all the briefers for the outstanding presentations given to the Board of Visitors, as well as the barracks walkthrough, briefings and group discussions prior to the meeting. Mr. Archuleta commented that the Cadets in his group discussion stated that West Point is doing an excellent job in the areas of equality and fairness to prepare them as future platoon leaders and Officers in the US Army.




9. **REMAINING BOARD BUSINESS.** None.

10. **ADJOURNMENT.** With no further comments, Ms. Fulton adjourned the meeting at 3:43 pm. This concluded the April 4, 2016 Spring 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

## ATTENDANCE ROSTER

### **Congressional Members:**

Congressman Steve Womack		
Congressman Mike Pompeo	Departs 1510	Returns 1519
Congresswoman Loretta Sanchez	Departed 1401	

### **Presidential Appointees:**

HON Bob Archuleta  
Ms. Sue Fulton  
Ms. Liz McNally  
HON Gerald McGowan

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

Senator Kirsten Gillibrand  
Senator Richard Burr  
Senator Joni Ernst  
Senator Chris Murphy  
Congressman Steve Israel  
Congressman Mike Conaway  
Mr. Ethan Epstein

**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 Howell, Outgoing Military Aide to ASA(M&RA)  
LTC Larry Geddings, Incoming Military Aide to ASA(M&RA)  
COL David Hamilton  
MAJ Richard Hagner, SAFM-BUL  
MAJ Patrick McGuigan, OCLL  
CW4 Tina Cortez, 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 Diana Holland, Commandant of Cadets (USCC)  
CSM Dawn Rippelmeyer, CSM-USCC  
COL Robert Dickerson, Director of Intercollegiate Athletics  
COL James Robinette, Staff Judge Advocate  
SFC Joel Figueroa, Superintendent Communications NCO  
COL Deborah McDonald, Director of Admissions  
COL James Barren, USMA G3

COL Holly West, USMA G5  
Mr. Leslie Brehm, USMA G8  
Dr. Gerald Kobylski, USMA Deputy G5  
Dr. Jean Blair, Assistant Dean of the Academic Board  
LTC Christopher Kasker, Public Affairs Officer  
LTC Rapheal (Joe) Hamilton  
Dr. Donald Outing  
Ms. Samantha Ross, SHARP Program Manager  
Chaplain (COL) Matthew Pawlikowski  
LTC John Cross, USMAPS Commandant  
Annmarie Thompson, ODIA

**Legislative Assistants:**

Mr. Chad Sydnor (SEN Burr)  
Ms. Moran Banai (SEN Gillibrand)  
Mr. Jabari White (SEN Ernst)  
Ms. Jessica Schwartz (REP Israel)

**Members of the Public:**

HON B.A. "Charlie" Murphy  
Michael Randall, *Times Herald-Record*  
Ms. Martha Meilleur



UNITED STATES MILITARY ACADEMY  
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## Class of 2020 Admissions Update

Admissions Update Class 2020								
	Total	Women	African American	Hispanic	Scholars	Leaders	Athletes	Soldiers
<b>Applicants</b>	14,416	3,870	1,747	1,943	1,902	929	791	1073
<b>Offers</b>	1226	296 (24%)	95 (7.7%)	135 (11%)	595 (49%)	348 (28%)	170 (14%)	38 (3%)
<b>Accepts</b>	882	205 (23%)	74 (8.4%)	92 (10%)	379 (43%)	237 (27%)	156 (18%)	34 (4%)
<b>O/S LOAs</b>	48	11	17	5	7	6	26	2
<b>O/S Civil Prep</b>	1	1	0	0	0	0	1	0
<b>O/S USMAPS</b>	211	23	97	13	7	33	74	37
<b>Obligations</b>	1389	297 (21%)	204 (15%)	144 (10%)	537 (39%)	343 (25%)	265 (19%)	75 (6%)



UNITED STATES MILITARY ACADEMY  
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## Class Composition Comparison

Final Class Admitted Numbers (2014-2019)							
CLASS	2014	2015	2016	2017	2018	2019	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%)	15.1% 190 (>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%)	9.7% 123 (>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%)	8% 99 (>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% 278 (>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%)	35.9% 454 (>30%)	
Leaders #Admitted (Goal)	18.5% 253 (>25%)	22.2% 280 (>25%)	25.5% 304 (>25%)	27.3% 326 (>25%)	22.9% 277 (>25%)	25.5% 322 (>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%)	21.1% 266 (>23%)	
Soldiers #Admitted (Goal)	4.3% 52 (>7%)	6.2% 74 (>7%)	8.5% 102 (>7%)	10.8% 129 (>7%)	7.6% 92 (>7%)	6.5% 82 (>5%)	
Class Size	1368	1261	1192	1193	1212	1262	2




UNITED STATES MILITARY ACADEMY

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# Accession and Retention Rates Classes 2016 to 2019

Grad Class	Total			Women			African American			Hispanic		
	Enter	Retain	Attrition Rate	Enter	Retain	Attrition Rate	Enter	Retain	Attrition Rate	Enter	Retain	Attrit Rate
<b>2016</b>	1202	986	17.9%	192	155	19.3%	104	74	28.8%	121	95	21.5%
<b>2017</b>	1200	963	19.8%	188	151	19.7%	112	85	24.1%	145	123	15.2%
<b>2018</b>	1223	1093	10.6%	266	229	13.9%	169	142	15.9%	123	104	15.4%
<b>2019</b>	1280	1218	4.8%	282	266	5.7%	191	181	5.2%	143	136	4.9%
<b>4 Year Avg.</b>			13.1%			13.7%			16.3%			13.9%



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## **USMA Board of Visitors Meeting**

**4 April 2016**  
**West Point, NY**

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### ***Agenda***

- Introduction
- Board Business
- Opening Remarks (Superintendent, Hon Ms. Wada)
- Superintendent's Topics
- Class of 2020 Admissions Update
- Military Program Review
- Class of 2016 Branching Update
- Benavidez Leadership Program
- Curriculum Revision Update
- Intellectual Capital
- Character Development Update
- SHARP Update
- Athena's Arena
- Athletic Department Restructure
- USMA Construction Update
- DoD Warrior Games
- Upcoming Events
- Closing Comments


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## *Opening Remarks*

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## *Board Business*

1. Election of 2016 Board of Visitors Chair and Vice Chair
2. Dates of Summer and Fall Meetings
  - a. Summer: July 11, 2016
  - b. Fall: November 30, 2016
3. Review of USMA Board of Visitors Charter Renewal
4. Review and Approval of Rules of the USMA Board of Visitors

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*Superintendent's Topics*

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*Vision*

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

*"Inspired to serve."*

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UNITED STATES MILITARY ACADEMY  
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***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.**

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UNITED STATES MILITARY ACADEMY  
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***Superintendent's Priorities***

- **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!**

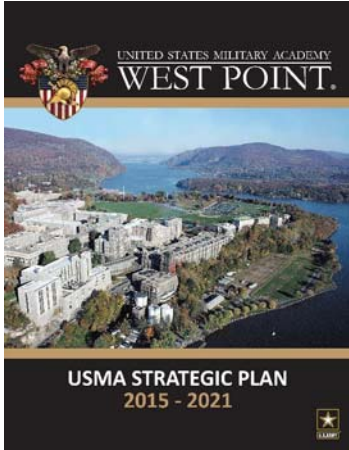
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## USMA Strategic Goals

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



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## Key Events since last BOV

• Class of 2016 Branch Night	19 Nov 15
• Army vs Navy Football	12 Dec 15
• BG Holland Assumption of Command	4 Jan 16
• Army vs Navy Basketball in Madison Square Garden	23 Jan 16
• Class of 2017 500 <sup>th</sup> Night	16 Jan 16
• Class of 2018 Yearling Winter Weekend	6 Feb 16
• Sergeant Major of the Army Visit	5 Feb 16
• Class of 2016 100 <sup>th</sup> Night	13 Feb 16
• Flipper Dinner (CPT Griest speaker)	18 Feb 16
• Mission Command Conference	25 Feb 16
• Executive Steering Group Meeting	9 Mar 16
• Class of 2019 Plebe Parent Weekend	11-13 Mar 16
• Spring Break/Foreign Academy Exchange Program (Visitation)	12-20 Mar 16
• Central Intelligence Agency Director Visit	22 Mar 16
• Secretary of Defense Visit	23 Mar 16
• McDonald Cadet Leadership Conference	31 Mar-3 Apr 16
• West Point Day at Fort Hamilton	2 Apr 16

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UNITED STATES MILITARY ACADEMY  
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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)


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UNITED STATES MILITARY ACADEMY  
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**Graduate Scholarship Winners**  
*Class of 2016*



**Ian Mauldin**  
Marshall Scholar  
(London School of Economics, UK)



**Alex Parra**  
Schwarzman Scholar  
(Tsinghua University, China)



**Meghan McNulty**  
Mitchell Scholar  
(University College Dublin, Ireland)



**Joseph Broderick**  
Schwarzman Scholar  
(Tsinghua University, China)



**Lisa Jones**  
Churchill Scholar  
(Cambridge University, UK)



**Regina Parker**  
Schwarzman Scholar  
(Tsinghua University, China)



**Benjamin Barclay**  
Military Fellowship  
(Lincoln Labs, Chemical Engineering, MIT)



**Austin Herrling**  
Military Fellowship  
(Draper Labs, Operations Research, MIT)

**Since 2010:**

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

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UNITED STATES MILITARY ACADEMY  
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## Achievements at West Point

- COL Shoop (EECS) president of IEEE, the worlds largest professional association for the advancement of technology
- COL Robert (CLS) and team from ARCIC awarded patent for improvement to M127A1 white star polytechnic illuminant (parachute flare)
- Dr. Morten Ender (BS&L) recipient of the Robin M. Williams Jr. Award for Distinguished Contributions to Scholarship, Teaching and Service from the Peace, War, and Social Conflict (PW&SC) section of the American Sociological Association (ASA)
- SFC(P) Keenan and SFC Haliburton selected for HQDA Strategic Broadening Seminar at UC-Berkley
- LTC Luis Alvarez (CLS) recipient of the Geneva Foundation's 2015 Researcher of the Year.







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UNITED STATES MILITARY ACADEMY  
**WEST POINT**


## Achievements at West Point

- 2nd Lt. Trevor Lafontaine (USMA 2015) won the 2015 Marine Corps Marathon
- CPT Kelly Calway competed in Olympic Marathon Trials (11-15 FEB)
- Cadets Alexandra Deets ('16), Nathaniel Volk ('16) and Kristopher Hayhurst ('18) (West Point Parachute team) were selected to compete on the USA under 25 Team in the World Meet this SEP 2016, at Ottawa, IL near Chicago.
- Cadets from SS466 Combating Terrorism, finished second out of the original 45 teams at Department of State "Peer to Peer" competition (5 Feb).
- Cadets Quanzy Caston and Michael Barlow (Debate Team) made it to the Elite 8 in a field of 87 teams and over 170 debaters for the Cross Examination Debate Association's (CEDA) National Championship. Michael Barlow finished as the #3 speaker and was named as the CEDA debater of the year, and will compete in the National Debate Tournament.
- COL Liam Collins, LTC Joshua Keena, CPT Curtis Kimbrell, CPT Kelly Calway won the 2015 Army Ten Miler Active Duty Mixed Team





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UNITED STATES MILITARY ACADEMY

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**ODIA Standings**

**Fall**

- Volleyball (21-10) ★★
- Sprint Football (7-0) ★
- Men's Soccer (5-8-5) ★
- Women's Rugby (9-5) ★
- Women's Soccer (4-12-2)
- Football (2-10)
- Men's Cross Country (3-3)
- Women's Cross Country (3-4)
- Men's Rugby (5-3)
- Golf (1-0) ★

**Totals: 60-55-7**

**Winter**

- Men's Basketball (19-14) ★
- Women's Basketball (29-3) ★★
- Hockey (15-15-9)
- Rifle (5-7) ★
- Gymnastics (4-3)
- Men's Swimming (10-1)
- Women's Swimming (10-1)
- Men's Indoor Track (0-2)
- Women's Indoor Track (1-1) ★
- Wrestling (3-7)

**Totals: 96-54-9**

**Spring**

- Women's Tennis (17-3) ★
- Women's Lacrosse (5-7)
- Men's Tennis (12-6)
- Men's Lacrosse (7-3)
- Softball (20-13)
- Baseball (9-16)
- Golf (1-0-1)
- Men's Rugby (3-1) ★
- Women's Rugby (3-2)

**Totals: 77-51-1**



**2015-16 Overall Totals: 233-160-17**

★ - Beat Navy!

(standings as of 3 April 2016)

**Key Highlights**

- Kelsey Minato – Army's all-time leading scorer
  - AP Honorable Mention All-American
  - Patriot League's all-time leading scorer
- Women's Basketball reach NCAA Tournament
- Jesse Glenn – 2016 National Champ in High Bar
  - 2016 All-American in four events
  - Nine-time USAG All-American
- Chris Szekely – 2016 First Team All-Patriot League
  - Three-time First Team All-Patriot League Honors
  - Holds 8 Academy records
- Kasey McCravery – 2015 Defensive Player of the Year



UNITED STATES MILITARY ACADEMY

**WEST POINT.**

**Beat Navy!**









**ODIA (12-12-1)**

- Sprint Football
- Volleyball (x2)
- Men's Soccer
- Golf
- Women's Rugby
- Women's Basketball (x2)
- Rifle
- Women's Indoor Track
- Men's Basketball
- Men's Rugby
- Women's Tennis

**DCA**

- Skeet & Trap
- Volleyball
- Orienteering
- Powerlifting
- Fencing
- Men's Boxing
- Debate
- Patriot Games
- Pistol
- Alpine Skiing
- Club Hockey



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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *Class of 2020 Update*

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**


## *Class of 2020 Admissions Update*

### **Admissions Update Class 2020**

	Total	Women	African American	Hispanic	Scholars	Leaders	Athletes	Soldiers
<b>Applicants</b>	14,416	3,870	1,747	1,943	1,902	929	791	1073
<b>Offers</b>	1226	296 (24%)	95 (7.7%)	135 (11%)	595 (49%)	348 (28%)	170 (14%)	38 (3%)
<b>Accepts</b>	882	205 (23%)	74 (8.4%)	92 (10%)	379 (43%)	237 (27%)	156 (18%)	34 (4%)
<b>O/S LOAs</b>	48	11	17	5	7	6	26	2
<b>O/S Civil Prep</b>	1	1	0	0	0	0	1	0
<b>O/S USMAPS</b>	211	23	97	13	7	33	74	37
<b>Obligations</b>	1389	297 (21%)	204 (15%)	144 (10%)	537 (39%)	343 (25%)	265 (19%)	75 (6%)

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 UNITED STATES MILITARY ACADEMY <b>WEST POINT.</b> Class Composition Comparison							
Final Class Admitted Numbers (2014-2019)							
CLASS	2014	2015	2016	2017	2018	2019	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%)	15.1% 190 (>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%)	9.7% 123 (>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%)	8% 99 (>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% 278 (>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%)	35.9% 454 (>30%)	
Leaders #Admitted (Goal)	18.5% 253 (>25%)	22.2% 280 (>25%)	25.5% 304 (>25%)	27.3% 326 (>25%)	22.9% 277 (>25%)	25.5% 322 (>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%)	21.1% 266 (>23%)	
Soldiers #Admitted (Goal)	4.3% 52 (>7%)	6.2% 74 (>7%)	8.5% 102 (>7%)	10.8% 129 (>7%)	7.6% 92 (>7%)	6.5% 82 (>5%)	
Class Size	1368	1261	1192	1193	1212	1262	19

 UNITED STATES MILITARY ACADEMY <b>WEST POINT.</b> Accession and Retention Rates Classes 2016 to 2019												
Grad Class	Total			Women			African American			Hispanic		
	Enter	Retain	Attrition Rate	Enter	Retain	Attrition Rate	Enter	Retain	Attrition Rate	Enter	Retain	Attrit Rate
2016	1202	986	17.9%	192	155	19.3%	104	74	28.8%	121	95	21.5%
2017	1200	963	19.8%	188	151	19.7%	112	85	24.1%	145	123	15.2%
2018	1223	1093	10.6%	266	229	13.9%	169	142	15.9%	123	104	15.4%
2019	1280	1218	4.8%	282	266	5.7%	191	181	5.2%	143	136	4.9%
4 Year Avg.			13.1%			13.7%			16.3%			13.9%






UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *Military Program Review*

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *Military Program External Review*

- From 4-6 October 2015, West Point hosted an external review of the Military Program. The review panel included GEN (ret) Abizaid, GEN Perkins, LTG McMaster, LTG Brown, LTG (ret) Barno and others. Its purpose was to assess how to build and maintain a world class military program. The panel met at West Point for a series of briefings, meetings, and sensing sessions with Cadets and faculty.
- Major findings and recommendations from the panel included to:
  - ✓ Strengthen training standards and increase the overall challenge of Cadet Basic Training.
  - ✓ Broaden the military education program to enable Cadets to move from learning basic tactics to understanding the complexity of the battlefield that they will encounter after they graduate.
  - ✓ Increase the stature of the Director of the Department of Military Instruction (DMI).
    - CSA approved requisite coding of DMI Director position to a post BDE CDR billet.
  - ✓ Recognize and resource the new West Point research center, the Modern War Institute (MWI), due to its value to the Military Program, West Point, and the Army.
    - CSA approved TDA grade structure increase (O4 to O6) for MWI Director position.
  - ✓ Provide a dedicated faculty to West Point's capstone military course, MX400 Officership.
    - VCSA approved increase of nine CPT authorizations to the USMA TDA for MX400.

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UNITED STATES MILITARY ACADEMY

**WEST POINT.**

**Modern War Institute**

**Mission:** The Modern War Institute at West Point provides intellectual tools on recent and on-going conflicts to educate present and future leaders on military problems and the necessary problem solving skills to win in a complex world.

**Functions:** The Modern War Institute has three mutually supporting functions: Research, Educate, and Integrate.


**Organizing Concept:** Everything the institute does meets these criteria: interdisciplinary, recent and ongoing conflicts, military problem solving.

**Capabilities:** Academy integration, research, symposia, battlefield assessments, military program curriculum enhancement, advanced physical and online resources.

**Resources:** MWI will be resourced primarily through a combination of public and private funding, but needed HQDA resources (increase a USMA TDA position from MAJ to O6) to create the Director billet that has been approved by the CSA.

*"MWI provides West Point the opportunity to become a recognized thought leader in modern war...and will accomplish critical tasks for the Army. However, (currently) MWI will be challenged by its resourcing and execution to make sure that whatever it does, it does well."*

- External Review, 30OCT15



- MWI Faculty Includes 7 Core Personnel:

- Distinguished Chair - GEN (ret) Charles Jacoby
- O6 Director - COL Liam Collins
- O4 Deputy Director - MAJ Mike Jackson

Private/Donor funded positions

- 1 x Title 10 Civilian PhD Professor - Mr. Beehner
- 1 x Title 10 Civilian PhD Professor - Vacant
- 1 x Title 10 Civilian Research staff - Vacant
- 1 x Title 5 Civilian staff member - Vacant

- MWI will have 12 - 20 Non-Resident Fellows (unpaid positions) who will write, research and support MWI.

- MWI's research arm includes 8 Defense and Strategic Studies (DSS) Faculty and Cadets majoring in DSS.

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UNITED STATES MILITARY ACADEMY

**WEST POINT.**

## Branching Update

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UNITED STATES MILITARY ACADEMY  
**WEST POINT**

**Armor and Infantry Gender  
Integration USMA Class of 2016**


- Based on the branch preferences for the Class of 2016, there remains a low propensity of female Cadets willing to volunteer to serve in the Infantry and Armor branches
- However, when presented with the opportunity to submit requests for consideration to re-branch Infantry and Armor, there was an increase in the number of interested female Cadets
- USMA is implementing a pre-IBOLC course designed to prepare interested male and female Cadets in the military, physical, and cognitive domains; in coordination with U.S. Army Cadet Command
- USMA will continue to educate and assess female Cadets on the challenge and opportunities of serving in Infantry and Armor in order to seek volunteers ready to excel

Female Preference Data		AR	IN
SEP 2015	Total Females Class '16	154	
	Avg Branch Preference (out of 17)	12.6	14.6
	IN/AR in Top 1	0	2
	IN/AR in Top 3	11	2
	IN/AR in Top 5	17	7

→

USMA 2016 Female Cadets		AR	IN
JAN 2016	Request Re-branching	2	4
	Request Branch Detail Reassignment	1	0
	Total	3	4

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UNITED STATES MILITARY ACADEMY  
**WEST POINT**


**I/A BOLC Preparation  
Concept Overview**

- Open to all cadets attending IBOLC or who want to prepare themselves for their BOLC
- Comprehensive 10 week program developed in conjunction with the Infantry School, DMI, DPE, and CPD
- Assessments conducted through the Ranger Physical Fitness Test and Military Skills Training results

**I/A BOLC Preparation Program**

<b>PHYSICAL</b> <small>Proponent: DPE, BDE Surgeon, Nutritionist</small>	<b>COGNITIVE</b> <small>Proponent: CPD</small>	<b>MILITARY</b> <small>Proponent: DMI, BTD</small>
<ul style="list-style-type: none"> <li>10 wk Physical Fitness Plan               <ul style="list-style-type: none"> <li>IBOLC Provided/ DPE Validated</li> <li>9 Ruck Marches</li> <li>3 RPFTs</li> <li>Bone Density Scan</li> <li>Counseling with Nutritionist</li> </ul> </li> </ul> <p style="text-align: center;"><b>Physically Robust</b></p>	<ul style="list-style-type: none"> <li>Mentorship</li> <li>Cohort Development</li> <li>Individual mental preparedness counseling</li> </ul> <p style="text-align: center;"><b>Mentally Resilient</b></p>	<ul style="list-style-type: none"> <li>I BOLC Standards</li> <li>Maneuver Self Study Program</li> <li>Land Navigation Training</li> <li>Marksmanship</li> <li>Tactics FTX</li> </ul> <p style="text-align: center;"><b>Militarily Proficient</b></p>

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UNITED STATES MILITARY ACADEMY

WEST POINT.

**Gender Neutral Branching  
Standards - OPAT**

- USMA is piloting the Occupational Physical Assessment Test (OPAT) – a standards based physical test to support the Soldier 2020 Concept
- USMA supports TRADOC in the development of OPAT standards. Actions to date include:
  - 26-27 JAN: Tested 82 Cadets from the Class of 2017 across all 4 Regiments
  - 18-19 FEB: Attended OPAT ROC Drill at Ft. Knox
  - 29 FEB, 2 MAR: Tested an entire Cadet company (all 4 classes)
  - 10 MAR: Tested Women's Rugby Team
- West Point TASKORD 16-022 created the OPAT Working Group to develop COAs on the implementation of the OPAT
- If OPAT implementation begins 1 June; USMA is prepared to test the entire Class of 2017 (and late 2016 graduates if not grandfathered)

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UNITED STATES MILITARY ACADEMY

WEST POINT.

*Benavidez Leadership  
Development Program*



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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

***Benavidez Leader  
Development Program***

- Executive education leader development program for USMA cadet company tactical NCOs
- Three-week program, in partnership with Columbia University Teachers College
- Curriculum includes instruction in organizational change management, leadership development, coaching techniques, mentorship, military history
- First cohort (24 students) graduated February 2016


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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

***Curriculum Revision Update***

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UNITED STATES MILITARY ACADEMY


WEST POINT.

Curriculum Revision Update

- Began implementation with the Class of 2019 Plebes in Fall 2015
- Recently met milestones
  - All 37 academic majors revised
  - Class of 2019 signed up for majors
- In-progress work
  - Assessing placement of Plebes into fall courses
  - Assessing impact on at-risk cadets
  - Developing rules for double counting course requirements
  - Designing learning model for Integrative Curricular Components
    - West Point Writing Program
    - Gender, Sexuality, and Respect Thread
    - Culture Thread
    - Military Profession Thread
    - Cyber Thread
    - Interdisciplinary Skill Development in Plebe and Yearling Core
    - The Integrative Experience embedded in each major
    - The Integrative Challenge



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*Intellectual Capital*

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**WEST POINT**

## Research Centers Outcomes

**US Patent 91981952**



**Patent Pending**



**Ungoverned Spaces**




**Ungoverned Spaces**

**STEM**




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UNITED STATES MILITARY ACADEMY  
**WEST POINT**

## Center for the Study of Civil-Military Operations

**Research and Scholarship**



*Cadet Colby Hyde at the National Disaster Preparedness Training Center*

**Internships / Service Learning**



*Cadet Allison Setter, Polar and Environmental Security Studies Initiative, Univ of Fairbanks.*


*Security Initiative, June 2015*

**Service – Outreach**




*Cadet Caitlin Leneve, NATO Headquarters.*

**Symposiums**



*Student Workshop on Civil Military Operations (SWCMO). 17 April, Focus: HA/DR in Urban areas*

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UNITED STATES MILITARY ACADEMY

**WEST POINT.**

**FY16 Senior Faculty**  
**Operational Experience**

- **9 Current PUSMAs (this summer or in progress)**  
**(6 Dept Heads, 3 Deputy Dept Head):**
  - COL Leon Robert (CLS): CJTF-HOA MA to CG, Djibouti, Africa
  - COL Greg Ebner (DFL): Washington, DC
  - COL Ed Naessens (PANE): CoS, NTMA, Afghanistan (1 year)
  - COL Jim Raftery (EECS): USCYBERCOM (1 year)
  - COL Wiley Thompson (GEnE): PACOM J9, Camp Smith, HI
  - COL Ty Seidule (HIST): USAREUR CIG, Germany
  - COL Everett Spain (BS&L): JSOC J3/5/7 (1 year)
  - COL Nick Gist (DPE): 1<sup>st</sup> CAV DIV DCoS, Fort Hood, TX (1 year)
  - LTC Shane Reeves (LAW): JSOC Dep SJA, Fort Bragg, NC (1 year)
- **3 Rising PUSMAs (this summer or in-progress):**
  - COL John Baskerville (DFL): ARCENT, Kuwait (1 year)
  - COL Gail Yoshitani (HIST): CSA SSG, Washington, DC (1 year)
  - COL Tina Hartley (MATH): HQDA G-1, Washington, DC (1 year)
- **9 Academy Professors & 1 Rising Academy Professor (this summer or in progress)**

**FY16**  
**22 Total**

• *FY15 Approved OEs: 26 total(9 PUSMA;2 Rising PUSMA;14 Academy Professors; 1 Rising Academy Professor)*




UNITED STATES MILITARY ACADEMY

**WEST POINT.**

## *Character Development Update*

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UNITED STATES MILITARY ACADEMY  
**WEST POINT**

**Character Development Research:  
“Project Arête” w/ Tufts University**

**Study Questions:**


1. How can we best imbue our nation's young people, and future leaders, with attributes of character enabling them to lead others and our nation effectively and with honor?
2. Can the USMA approach to character virtue development and leadership generalize to other service academies, other institutions of higher education, and other programs of professional education?

Means	Ways	Ends
<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Site visits</li> <li>• Cadet, Faculty, and Alumni Interviews</li> <li>• Focus groups</li> <li>• Existing classroom assessments</li> </ul>	<p>Qualitative data collection on:</p> <ol style="list-style-type: none"> <li>(1) character education</li> <li>(2) campus culture and</li> <li>(3) the four developmental domains</li> </ol>	<ul style="list-style-type: none"> <li>• Recommendations to improve and evolve the character and leadership development strategies at USMA</li> <li>• Provide a broader contextual model of the process by which West Point develops leaders of character</li> <li>• Expand the variables and outcomes used for assessment of character and leadership development</li> <li>• Allow for better synchronization with internal (to USMA) and external (Army) stakeholders</li> <li>• Scholarly and practitioner-focused articles and chapters</li> <li>• Public engagement, including conferences and media engagement</li> <li>• New measures pertinent to the study of character and leadership development</li> </ul>

*Arête [ahr-i-they] (noun, Greek): overall excellence; the aggregate of qualities, such as valor and virtue, making up good character.*

Collection Period	Assessments - Quantitative Data: Graduating Class of...					
	2016	2017	2018	2019	2020	2021
2015-2016	Firstie	Cow	Yearling	Plebe		
2016-2017	1-Yr Post Graduation	Firstie	Cow	Yearling	Plebe	
2017-2018	2-Yrs Post Graduation	1-Yr Post Graduation	Firstie	Cow	Yearling	Plebe
2018-2019	3-Yrs Post Graduation	2-Yrs Post Graduation	1-Yr Post Graduation	Firstie	Cow	Yearling
2019-2020	No new data will be collected in Year 5					

This project is funded by the Templeton Religion Trust. 37



UNITED STATES MILITARY ACADEMY  
**WEST POINT**

**Character Development Activities  
at West Point**

**Character Development Lunch led by BG Trainor (12 February 2016)**


- 55 senior West Point leaders participated
- 12 examples of curricular support for character development were highlighted
- The example to the right was provided by the Department of Foreign Languages for the Civic Facet of Character
- The next Character Development Lunch will be 13 MAY 2016 (Sponsored by Office of the Directorate of Intercollegiate Athletics)

**Dean Directorate Review and Analysis Briefings (Spring Semesters)**

- 2016: Identify how core courses and majors specifically develop cadets in the facets of character
- 2015: Identified co-curricular activities supporting the facets of character
- This information will be used to document exemplars of how the Academic Program contributes to West Point's Character Development Strategy

**Cadet Character Development Program (CCDP)**


- Completing inaugural year of CCDP Curriculum in AY2016
- Taught by Cadets/Supervised by Tactical Officers
- Assessing implementation and content during inaugural year
- Revisions and improvements will be integrated into Academic Year 2017 Curriculum
- Supports Moral, Social, and Civic Facets of Character



Cadets enrolled in CCDP are required to complete the program during their first year of attendance at West Point. The program is designed to help cadets develop the character traits necessary to lead others and our nation effectively and with honor.

Cadet Character Development Program

Tactical Officer  
And  
Noncommissioned Officer  
Workbook



Academic Year  
2015-2016

Name: \_\_\_\_\_

Unit: \_\_\_\_\_

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

# SHARP Update

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## SHARP Program Achievements

- Cadet Carson Warnberg (Brigade CASHA Education Officer) recipient of the White House Champion for Change. The White House recognized students who are leading the change to stop sexual assault on college campuses.
- West Point "It's on Us" video earned honorable mention through the NCAA Division I Student-Athlete Advisory Committee "It's On Us," video contest

VIDEO

▶

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

# USMA Sexual Assault Reporting SA Report Status

CADET CASES											as of: 1 April 16	
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 13-14	11	6	4	1	4,2,2,2	1	0	9	2	3,3,0,1	1	3
AY 14-15	18	11	3 <sup>(1)</sup>	4 <sup>(2)</sup>	4,2,3,4	1	4	17	1	3,3,4,2	3	3
AY 15-16	16	4	12 <sup>(3)</sup>	0	4,4,4,4	0	0	12	4	0,2,0,2	5 <sup>(4)</sup>	7

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

<sup>(4)</sup>One assailant-two victims

<sup>(2)</sup>3 cadets/assailants unable to be ID'd by military police reports came from other colleges

<sup>(3)</sup>2 incidents occurred prior to service - assailants unknown

Case Disposition Status											
AY 2014-15						AY 2015-16					
•Substantiated with Action 10						•Substantiated with Action 4					
•Ongoing Investigation 3						•Ongoing Investigation 3					
•Not Substantiated 8						•Victim declined to participate in Investigation 7					
(Includes 4 with Unknown victims)						•Not Substantiated 2					
						•Civilian investigation 1					

NON-CADET CASES							
Year	Reports	Alleged Victim Status	W	M	Alleged Assailant Status	W	M
AY14-15	1	CC	1		CC		1
AY15-16	1	DAC	1		Officer		1
	1	Civ	1		Enlisted		1

Restricted Reports		
Year	Restricted Report	Restricted to UnRestricted
14-15	1	3
15-16 (USCC)	5	
15-16 (USMAPS)	1	

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## ***Service Academy Gender Relations (SAGR) Survey***

- Center for Performance Development (CPD) personnel, SARC, and VAs will be on hand during survey administration to provide on-site support as needed
- Mandated by Congress; conducted in-person by Defense manpower Data Center Survey Team
- This is USMA's sixth SAGR (first in 2006); USMAPs first survey administration
- Most comprehensive review of:
  - SA and SH prevalence statistics
  - Program successes
  - Program failures
  - Subcultures
  - New Issues
  - Allows USMA to program to issues relevant to our culture
- 100% Cadet participation required (present for duty)
  - CDTs must attend one administration session, listen to the survey description
  - Provided an opt-out opportunity before survey starts and may stop at any point during the survey

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 <b>UNITED STATES MILITARY ACADEMY WEST POINT.</b> <b>BOV Due Outs</b>			
Recommendation	Action Office	Status	Update /discussion
Peer group confidentiality mechanism	USCC/SJA	Implemented	<ul style="list-style-type: none"> <li>• Conflicting guidance from DoDI 6495.02 and AR600-20</li> <li>• Third Party Disclosures allowed via DoDI</li> <li>• Local Policy revision awaiting DA SHARP guidance reference DACs and Restricted Reporting option</li> </ul>
Peer support program	USCC/CPD	Program in action	<ul style="list-style-type: none"> <li>• Pilot program in place – 1<sup>st</sup> Reg</li> </ul>
Survivor group for women & cadets.	USCC	Program in action	<ul style="list-style-type: none"> <li>• Program approved by Cmdt on 22 Oct</li> <li>• Wellness Group Pilot began – 12 Nov</li> <li>• Survivor Spt Group began – 19 Nov</li> </ul>

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**UNITED STATES MILITARY ACADEMY  
WEST POINT.**

## *Athena's Arena: Women Strong! Inspire, Lead, Empower*

Commemorating 40 Years of  
Women's Achievements at the  
United States Military Academy

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

**Athena's Arena**



VIP List

- Mr. Eric Fanning (pending confirmation)
- Secretary Deborah Lee James, U.S. Air Force
- Assistant Secretary Debra Wada, U.S. Army, Manpower & Reserve Affairs
- GEN(R) Ann Dunwoody
- MG Camille Nichols (Director DoD SAPRO – Sharp presentation)
- BG Hummel '82 (TAG-Alaska NG - Service Beyond Active Duty)
- Ms. Gayle Tzemach Lemmon






300 registered w/ guests as of 30 March






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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

**Athena's Arena**

	Event	Location
Thursday, April 28		
1600-1700	Memorial Service	Cadet Chapel
1700-2000	Welcome Reception and Celebration of Firsts w/ Remarks by Commandant	Herbert Alumni Center
Friday, April 29		
0830-0845	Opening Remarks	Theater, Eisenhower Hall
0845-0945	Academy Update with Q & A	Theater, Eisenhower Hall
1000-1100	Athena Project Revisited / Cadet Panel	Theater, Eisenhower Hall
1100-1200	Plenary Session: GEN (R)Ann Dunwoody	Theater, Eisenhower Hall
1200-1330	Lunch with Guest Speaker: Mr. Eric Fanning	Ike's Cafe, Eisenhower Hall
1400-1730	Breakout Sessions	Thayer Hall
1800-2000	Dinner with Guest Speaker: Ms. Gayle Lemmon	Mural Wing, Cadet Mess Hall
Saturday, April 30		
0815-1115	Breakout Sessions	Thayer Hall
1130-1220	Cadet Review	Sections B&C, The Plain
1220-1230	Group Photo	Sections B&C, The Plain
1230-1345	Lunch with Guest Speaker: Army Rangers	Ballroom, West Point Club
1345-1400	Closing Conference Remarks	Ballroom, West Point Club




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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *Athletic Department Restructure*

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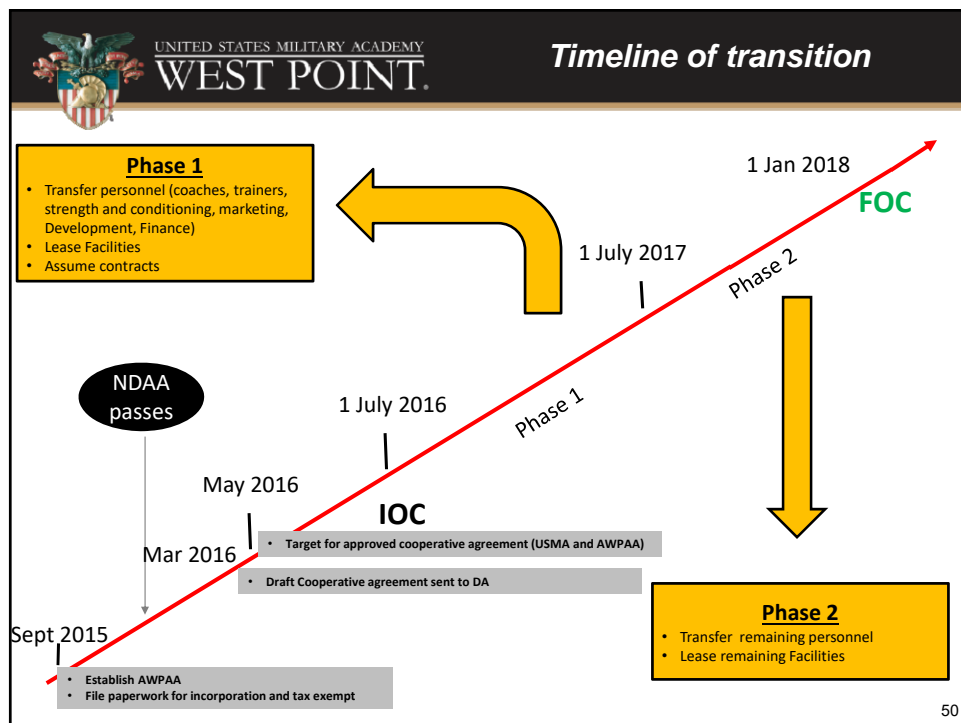
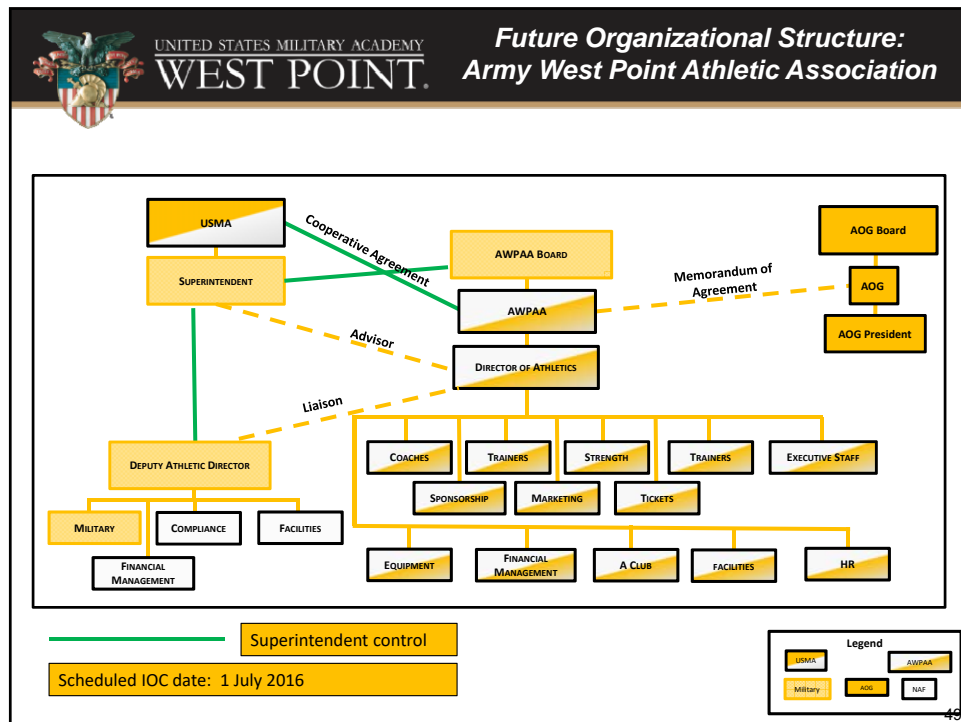
UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

### *Athletic Program Cooperative Agreement Legislation*

- **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 for the Athletic Program**
- 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 to hire and retain personnel in the competitive collegiate athletics landscape

•Waiting for the delegation of authority to enter into the cooperative agreement  
•Waiting for approval from OGC and TJAG by 1 May 2015. (Draft sent March 2016)

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *USMA Construction Update*

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

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

FY	BARRACKS	COST	STATUS
13	Scott	\$54 M	Completed Aug 2014
14	Mac Short	\$48 M	Completed Nov 2015
15-16	Mac Long	\$62 M	Construction Started Projected Completion Aug 2017
16	Pershing	\$74 M	Funded \$78M, Construction begins Aug 2016
17-18	Eisenhower	\$100 M	Design Cost funded \$7M
18	Grant	\$48 M	
19-20	Bradley	\$145 M	
20	Lee	\$38 M	
21	Sherman	\$51 M	

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

**Current MILCON**


**Barracks Chiller Plant \***  
**FY16 (\$16M)**



**Wastewater Treatment Plant \***  
**FY16 (\$70M)**




**Davis Barracks\***  
**FY16 (\$180M)**



**\* Funded**


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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

**Top 3 Future MILCON**


**Multi-Purpose Academic Center**  
**(\$89M)**




**Parking Structure**  
**(\$30M)**



**Cemetery Expansion (Phase 3)**  
**(\$20M)**



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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

**Academic Building Upgrade  
Program (ABUP)**


  

ABUP Facilities				
Building Name	ISR	Year Built	Last Revite	Revite Cost
B607 Lincoln Hall	4	1910	1989	\$52M
B606 Admiss/Cadet Health	5	1922	None	\$69M
B601 Thayer Hall	4	1855	1958	\$208M
B745A&B Wash/Cadet Mess	4	1967	None	\$249M
B752 Mahan Hall	4	1973	None	\$87M
B600 Taylor Hall	5	1909	None	\$46M
B727 Arvin Cadet Gym	3	1910	2002	NA
B758 Jefferson Library	3	2008	NA	NA
B757 Science Center	3	1914	2009	NA
B950 USMA Prep School	3	2005	NA	NA
				<b>\$711M</b>

West Point does not receive any additional funding for Historic properties (+500 facilities) nor Monumental (+30 facilities)

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**


## DoD Warrior Games

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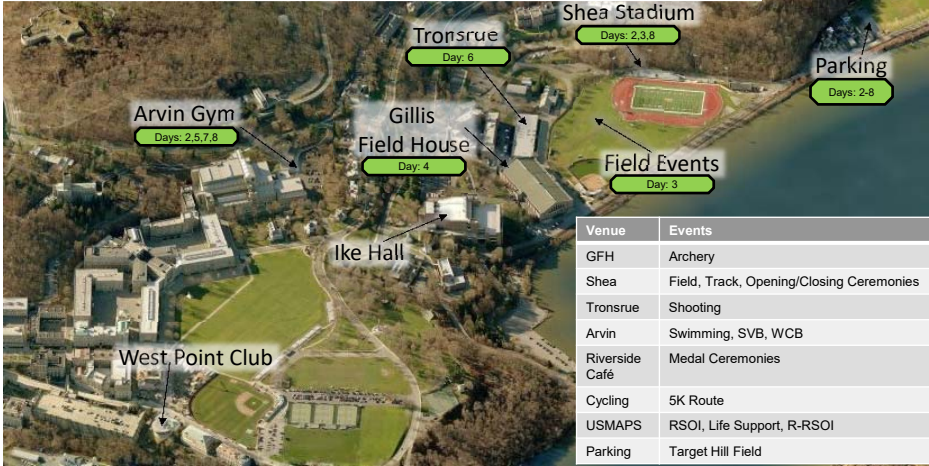
UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

Venues



Prep School  
Days: 1-9

Day 1 14 Jun	Day 2 15 Jun	Day 3 16 Jun	Day 4 17 Jun	Day 5 18 Jun	Day 6 19 Jun	Day 7 20 Jun	Day 8 21 Jun	Day 9 22 Jun	
RSOI	Opening Seated Volleyball (SVB)	Field Track Medals	Archery Medals	Cycling Wheelchair Basketball (WCB)	Shooting Medals	Swimming Medals	SVB/WCB Gold Closing	R-RSOI	AAR



Venue	Events
GFH	Archery
Shea	Field, Track, Opening/Closing Ceremonies
Tronsrue	Shooting
Arvin	Swimming, SVB, WCB
Riverside Café	Medal Ceremonies
Cycling	5K Route
USMAPS	RSOI, Life Support, R-RSOI
Parking	Target Hill Field



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

Upcoming Events

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 <b>UNITED STATES MILITARY ACADEMY WEST POINT.</b>		<i>Upcoming Events</i>
National Conference Ethics in America		5 APR
Sexual Assault Awareness & Prevention Month (SAAPM) Walk-a-Mile		5 APR
Sandhurst Competition		8-9 APR
Cyber Defense Exercise		9-15 APR
Conference of Service Academy Superintendents		18-20 APR
SAAPM – Hunting Ground Movie Screening with CID/SJA Panel		21 APR
Service Academy Cyber Security Summit (Secretary Jeh Johnson, GEN Odierno)		21-22 Apr
Special Olympics		23 APR
Senior Conference (Dr. Henry Kissenger, Gen Dempsey)		24-26 APR
SAAPM – Take Back The Night, Slam Poets – Kevin Kantor/Sienna Burnett		27 APR
Athena's Arena Conference (40 Year Commemoration of Women)		28-30 APR
Projects Day		28 APR
Retiree Appreciation Day/ Scout Camporee		30 APR
West Point Day in Albany		5 MAY
USMAPS Graduation Week		11-14 MAY
USMA Graduation Week Activities		16-21 MAY
USMA Graduation		21 MAY
DoD Warrior Games		15-22 JUN

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 <b>UNITED STATES MILITARY ACADEMY WEST POINT.</b>
<h2 style="text-align: center;"><i>Closing Comments</i></h2>

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FOUO

As of: 11 July 2016

**Board of Visitors Meeting  
West Point  
11 July 2016**

***AGENDA***

**Board Business:**

Proposed change to "Rules of the USMA Board of Visitors;"

**Updates:**

Key Events

Second Semester Highlights

Class of 2020

Summer Military Program Highlights

Women's Boxing

Intellectual Capital Update

SHARP (Sexual Harassment and Assault Response and Prevention) Update

Athletic Department Restructure Update

USMA Construction Update; and Upcoming Events

FOUO 1

**MINUTES**  
**BOARD OF VISITORS SUMMER MEETING**  
**July 11, 2016**  
**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. CHAIRWOMAN'S REMARKS.** The Chairwoman, Ms. Brenda "Sue" Fulton, thanked the Members in attendance for taking the time to attend the meeting and welcomed Congressman Sean Patrick Maloney, the newest member of the USMA Board of Visitors and also welcomed invited guest, Mr. Alfredo Sandoval, the Chairman of the United States Air Force Academy Board of Visitors. Ms. Fulton reiterated that USMA Board of Visitors is tasked to report to the President of the United States in all matters pertaining to the USMA; that it is an advisory body and not in the chain of command.

**3. SUPERINTENDENT'S REMARKS.** Lieutenant General (LTG) Robert L. Caslen, Jr. welcomed the Board members back to West Point, as well as Congressman Sean Patrick Maloney, the newest member of the Board. West Point is in Congressman Maloney's district. Finally, he welcomed the Secretary of the Army's representative, the Honorable Debra Wada, Assistant Secretary of the Army for Manpower and Reserve Affairs. LTG Caslen briefly discussed the agenda and then specifically mentioned the following events that occurred between April and July:

a. Graduation on May 26, 2016, when more than 950 Cadets graduated and were commissioned as Second Lieutenants in the Army. Vice President Joseph Biden gave the commencement address.

b. Reception Day (R-Day), June 27, 2016, when 1,307 new Cadets of the Class of 2020 were welcomed to begin their 47-month-long journey to become leaders of character for the Nation.

LTG Caslen formally introduced Brigadier General (BG) Cindy Jebb, the new Dean of the Academic Board, after the retirement of BG Timothy Trainor. LTG Caslen announced the departure of CSM David Clark, who was selected by the Commanding General of all US Forces in Afghanistan to be his Command Sergeant Major. CSM Clark will be replaced by CSM Timothy Guden in the beginning of August. CSM Guden is currently the Command Sergeant Major for the Military District of Washington; his other assignments include Fort Benning CSM, Infantry Branch CSM, and the Ranger Regiment CSM.

**4. HON DEBRA WADA'S REMARKS.** Honorable Wada welcomed Congressman Maloney to the Board and, on behalf of the Secretary of the Army, thanked all of the Members who attended for their service. The key issues of the Secretary of the Army and Chief of Staff of the Army are the following:

a. Readiness of the Force

b. Concern about the budget

Honorable Wada thanked the Members for their continued support with both of these issues in order to provide the resources that Soldiers need.

**5. ADMINISTRATIVE ANNOUNCEMENTS.** COL Green, USMA Chief of Staff, noted the last meeting of the Board of Visitors was held at West Point, on April 4, 2016; a quorum was present and the Board of Visitors received updates on the following significant events since the last Board of Visitors meeting: First Semester Highlights; Class of 2020 Admissions Update; Military Program Review; Benavidez Leadership Program; Class of 2016 Branching Update; Intellectual Capital for the Army; Curriculum Revision Update; SHARP Update; Character Development Update; Athena's Arena Update; Athletic Department Restructure; USMA Construction Update; DoD Warrior Games; and Upcoming Events. Included with the agenda for this meeting and slides were copies of the USMA Charter, the Rules of the USMA Board of Visitors, and the minutes from the April 2016 meeting.

**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.**

a. The first item of business discussed was the date of the Fall meeting. The date of the next meeting is November 30, 2016, in Washington, DC. A motion was made to set the date as November 30, 2016 and this motion was seconded. The motion was passed.

b. The second item of business was an update on the 2015 Annual Report. The Designated Federal Officer was still waiting for some Members to sign the report. Copies of the signature page were made available to those Members present who had not yet signed the document.

c. The third item of business discussed by the Board was the issue of speaking to the press. Ms. Fulton provided some background on this issue. In late April, a photo of some African American women Cadets caused a great deal of controversy and public debate. Ms. Fulton was contacted by the media for comment. She in turn contacted the West Point Public Affairs Officer and USMA Chief of Staff to ensure the Superintendent was notified. She told them what she planned to say to the media, including that she was not speaking on behalf of the Military Academy, or as a Member of the USMA Board of Visitors; only as a West Point graduate. When the story ran, the first sentence identified Ms. Fulton as the Chair of the (USMA) Board of Visitors. The article also mentioned that Ms. Fulton was "speaking as a West Point Alum." Ms. Fulton apologized to the Board Members for the misunderstanding that many in the public, as well as constituents of the Congressional Members of the Board, assumed she was speaking on behalf of the USMA Board of Visitors. There was a discussion among Ms. Fulton, Congressman Pompeo and Congressman Womack about the press and how words can be misconstrued in a story. The suggestion was made to amend the rules to limit when it is appropriate for Board Members to speak to the press. After some discussion, the decision was made to table a rules change for the time being.

d. As a follow on to the discussion of a proposed rules change, the issue of social media was discussed and how it is a tool that connects the public, that it has many positive aspects, and that it is important to know its limitations. Mr. Ethan Epstein asked what the Army has on limitations concerning interacting with social media. HON Wada responded that most senior Army leaders have interaction with the press, however, social media is an excellent tool for

marketing and recruiting. LTG Caslen noted it is important to teach Cadets to understand the consequences of using social media in inappropriate ways. He gave examples of gaining the public trust when using social media which included:

- (1) Cadet McCravey, when she jumped over the catcher during a Women's Softball game that was captured on ESPN
- (2) Cadet Kelsey Minato, on the Women's Basketball team being drafted by the WNBA
- (3) Cadet Alex Idrache, an immigrant from Haiti, who had tears in his eyes at graduation

LTG Caslen then gave examples of social media that erode public trust which include:

- (1) Cadet pillow fight
- (2) African American Women Cadets posed with raised fists
- (3) A Cadet texting while marching in formation to graduation

Mr. Eugene (Boo) Corrigan, the Athletic Director noted that many cadets feel that social media is private and will not be in the public eye. For two years, the Directorate of Intercollegiate Athletics has trained social media and its consequences with each of the teams. LTG Caslen noted that reporters and the press troll social media and if they spot something inappropriate, they contact the USMA Public Affairs Office to make an inquiry. The question was raised by Mr. Bob Archuleta of what a Board Member should do if contacted by local newspapers or media outlets. Ms. Fulton noted that Members of the Board should not speak for the Military Academy or the USMA Board of Visitors and recommended contacting the Public Affairs Officer, USMA Chief of Staff, or the Superintendent.

The motion was made for the Chair and Vice Chair to consult with the Academy and gather information on the official guidance pertaining to interacting with the media and drafting a course of action, or courses of action for the Board to review at the next meeting. This motion was made, seconded, and approved.

e. The final item of Board Business was approval of the minutes from the April 4, 2016 meeting. A motion was made, seconded, and approved.

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

None.

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

(1) LTG Caslen reviewed the USMA Vision and Mission Statements. He highlighted the Leader Development Program at West Point, which has four tiers:

- (a) Military Development
- (b) Physical Development
- (c) Intellectual Development



(d) Character Development

(2) The Superintendent reviewed his priorities, which included one new priority. His priorities are in line with the Army Chief of Staff's priorities to have an Army ready to fight and win America's wars. LTG Caslen's priorities are as follows:

- (a) Honorable Living
- (b) Eliminate Sexual Harassment and Assault
- (c) Develop a Culture of Winning and Excellence
- (d) Diversity
- (e) Force Protection
- (f) New York City Engagement
- (g) Standards and Discipline (new)
- (h) Beat Navy!

LTG Caslen discussed each of the first six priorities briefly and gave some detail on the seventh, Standards and Discipline. As leaders are expected to establish and maintain standards, it is important for cadets to establish standards and be able to make the necessary corrections to enforce them once they graduate and serve in the Army.

(3) The next topic was USMA's Strategic Plan, which includes its strategic goals. The Strategic Plan is assessed annually, followed by an off-site visit where the assessment is reviewed to determine if modifications are needed. The current set of strategic goals is nested with his priorities and include:

- (a) Develop the Corps of Cadets
- (b) Live Honorably and Build Trust
- (c) Build 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

(4) LTG Caslen briefed the Board on key events that had occurred since the last meeting of the USMA Board of Visitors in April. A full list of the key events can be found in Appendix B. LTG Caslen highlighted the Sexual Assault Awareness & Prevention Month events; Athena's Arena, a 40-year commemoration of women in the Service Academies;

Projects Day; COL Cindy Jebb's promotion to BG as the new Dean of the Academic Board; and the DoD Warrior Games held at West Point.

(5) The last item the Superintendent updated the Board on were achievements in Academics, Staff and Faculty and Athletics, which included the following:

(a) Academics: Institutional rankings and other academic achievements. The U.S. Military Academy was ranked the "Number One Public College in America" by *Forbes*; the *Princeton Review* ranked USMA Number One for "Most Accessible Professors" and Number Three "Best College Library;" and the *US News and World Report* ranked USMA as the Number Two "Public Liberal Arts College." A full list of institutional rankings is in Appendix B. LTG Caslen further discussed graduate degrees and successful national competition graduate degree winners. This year there were 27 total scholarships awarded, including the Stephen A. Schwartzman Scholarship, which is a new scholarship for completing a Master's Degree in Beijing, China.

(b) Staff and Faculty: Achievements that were highlighted included the Cyber Defense Exercise, a three-day and a 24 hour-a-day competition against other Service Academies, including the Royal Military College of Canada. The championship trophy was presented to the West Point team by Vice President Biden when he came to West Point for graduation in May. Additional achievements include a West Point team that won first place in the MIT Soldier Design Contest; Mr. Sherman Fleek, the USMA Command Historian, received the 2016 Secretary of the Army Award for Valor for stopping an armed robbery in progress while he was on leave in California in May 2015; and Professor Elizabeth Samet received the Fullbright Scholarship.

(c) Athletics (NCAA and Club): The Army had a positive win/loss record in the Fall, Winter, and Spring, achieving one of the best win/loss record in 20 years. Highlights include Cadet Kelsey Minato, who broke the Patriot League Basketball scoring record and tried out for the WNBA; Jesse Glenn, who won the Nissen-Emery Award, a Heisman Award-equivalent for Gymnastics in the NCAA; three Coaches who have the best seasons in their careers, including the Men's and Women's Tennis and Women's and Men's Swimming and Diving teams; and Cadet Kasey McCravey was nominated for an ESPY award. 19 club teams beat Navy, including Alpine Ski, Fencing, Club Hockey, Club Soccer, Judo, Debate, Skeet and Trap, Water Polo, Men's Volleyball, Powerlifting, Aviation, Combat Weapons, Men's Team Handball, Climbing, Cyber Defense, Model UN, Patriot Games, and Orienteering. Several of these clubs were also 2015/16 National Champions and six clubs beat Air Force.

#### **b. Admissions Update:**

Colonel Deborah McDonald, the Director of Admissions, gave a brief update on the incoming class of 2020. The Class of 2020, 1,307 strong, reported for Reception Day (R-Day) in June 27, 2016. There were just under 15,000 applications. Of the entering class, 282 were women, the highest number of women that have entered a single class at USMA; 180 were African-Americans, slightly fewer than the previous year; 122 Hispanics; and 121 Asian-Americans. In addition:

(1) 15 International cadets were added to the class

(2) Two Cadets from Bosnia-Herzegovina joined the Corps, bringing USMA to its full capacity of 60 International Cadets

- (3) 90 percent had achieved a varsity letter in one or more sports.

**c. Commandant of Cadets:**

BG Diana Holland, the Commandant of cadets, briefed the Board on three topics under the Military Program: Individual Military Development; Changes in Cadet Summer Training; and the full integration of women into USMA's Boxing Program.

(1) Individual Military Development. During the summer more than 1,000 cadets traveled to 28 installations worldwide for training in their third and fourth summer. Cadet Troop Leader Training (CTLT) is a program for Second and First Class cadets in which cadets become Platoon Leaders in an Active Duty Army unit. Courses highlighted in the presentation were the Sapper Leader Course, at Fort Leonard Wood; the Jungle Operations Course in Hawaii; and Air Assault School conducted at West Point. Overseas, CTLT was conducted in Germany and Italy; the French Commando School; and the Georgian Mountain School. Two cadets went through the Brazilian Mountain School and four cadets went through the Chilean Mountain Warfare Course.

(2) Changes in Cadet Summer Training (CST). Changes to CST included adding more rigor to Cadet Basic Training and Cadet Field Training, more land navigation, more engagement with non-commissioned officers (NCO), and an increased focus on rifle marksmanship. Cadet Basic Training was made more rigorous and more standards-based; and "crucible events" were added and/or identified, including: a drill test; the seven mile march to Camp Buckner; field training exercises; and the 12-mile "Marchback" from Camp Buckner to West Point. During each Cadet Basic Training detail, eight drill sergeants assisted with leader development of cadre.

(3) The Full Integration of Women into Boxing. With the lifting of combat exclusion in all branches of the military, USMA plans to implement mandatory boxing for women. It's the last activity at USMA in which women don't have the same requirement as men. Women have boxed at West Point for a number of years, but only on an optional basis. The Naval Academy integrated women into its mandatory boxing program in 1996 and the Air Force Academy plans to do the same this Fall. There are currently 12 women on the Women's Boxing Team. The Army Surgeon General supports the initiative as she knows USMA has an aggressive risk mitigation program to protect cadets. This program must be submitted to the Curriculum Committee, Class Committee, and Academic Board and then approved by the Superintendent before it is implemented. The approach to integrating women into boxing is phased and graduated. In the first round, 12.5 percent of the Plebe Class will be enrolled in the integrated boxing program. Over the remainder of the year, the percentage will be increased until 100 percent are enrolled by the end of Academic Year 2017. Athletic trainers are certified and four trainers monitor every graded bout. Controlling and avoiding head injuries is a main concern and risk mitigation is aggressive. USMA has a concussion clinic in Arvin Gym. In the event a cadet gets a concussion in boxing or any activity, the head physician (who also leads the Academic Management Team) takes that cadet's case and works with instructors to get the cadet into testing and back into the classroom.

**d. Dean of the Academic Board:** BG Cindy Jebb, Dean of the Academic Board, briefed the Board on Intellectual Capital; Faculty Exemplars - the People and the Products; and Cadet Exemplars - Enhancement Experiences and the Products. She discussed the following:

(1) Intellectual Capital: West Point needs to graduate officers that are critical thinkers and are comfortable forming and leading diverse teams, whether they come from other branches of the military, non-governmental organizations, international organizations or other civilian sectors. Graduates need to be able to critically think to internalize their own professional identity and they need to know how to employ their education to build the Army and the Nation's future. This is why USMA has such a robust liberal arts program.

(2) Exemplars – Faculty: The faculty includes former White House Fellows. Additionally, some rotating military faculty were recently accepted as term Members on the Council on Foreign Relations in NYC. Term members serve for five years on the Council. We also have faculty and faculty alumni who are currently serving in prestigious positions across the Academy. Information on these faculty members and alumni can be found at Appendix C: "Faculty Exemplars - the People and the Products":

(3) Exemplars – Cadets. Cadets were involved in internships around the world, including:

(a) In Vietnam, Cadet Ann Motes worked with an orphanage

(b) At the Corpus Christi (TX) Army Depot, cadets conducted a workflow study

(c) Cadets from XH467 (Winning the Peace course) visited a multi-ethnic, multi-religious multi-cultural community in Jersey City

(d) Cadet Annalee Tokarsky led nine cadets in a World War I Staff Ride in St. Quintin, France, discussing about the intent and effects of War Propaganda

(e) A significant number of cadets working in the Washington, DC area;

(4) Exemplars – Products.

(a) Projects Day allowed cadets an opportunity to display and brief both military and civilian guests about their projects

(b) The English Department put on Shakespeare's "A Midsummer Night's Dream"

(c) Cadets were awarded the first ever Training Doctrine Command (TRADOC) Army Warfighter Challenges Award for Multi Mission Launcher Magazine Manager Algorithm

(d) Cadets won first place in the 2016 MIT Soldier Design Contest

(e) The Honorable Hammack, Assistant Secretary of the Army for Installations, Energy, and Environment, engaged Cadets on their Innovative Installation Energy Project

(f) Former astronaut, COL (ret) Pam Melrov, the Defense Advanced Research Projects Agency (DARPA) Tactical Technology Office Deputy Director, engaged Cadets on their Swarming UAS project.

**e. SHARP Update:** LTG Caslen updated the Board on Sexual Harassment and Assault Response and Prevention (SHARP) statistics from the last academic year. In Academic Year

(AY) 15-16, 19 incidents of sexual assault or harassment were reported. The information on reported incidents of sexual assault or harassment is at Appendix D.

(1) In several cases, the victims declined to participate for various reasons. Of the seven victims that declined to participate in the investigation of their assaults, five of them are receiving the support and care they need. One of the seven assisted as a witness and by doing so, the assault was substantiated. The same victim, who assisted as a witness in another case, refused to participate in her own case. However, she is receiving the support she needs.

(2) Two of the seven victims had unknown civilian perpetrators.

(3) Three of the victims' assault cases were chain-of-command-directed. In these three cases, the victim had written an essay for a course, or through the course of a conversation, the issue was raised and brought to the chain of command's attention, who were then required to report the assault. Since these three incidents, the policy has been revised allowing third party disclosures to occur.

(4) Of the non-cadet cases, one involved a cadet candidate from the USMA Preparatory School and charges may have been preferred; a second was a DA Civilian and is still under investigation; and another was enlisted and still under investigation as well.

This year, USMA is required to give a Department of Defense survey to the entire Corps of Cadets. This report will give us an idea of the total numbers of alleged assaults, alleged harassment, the number of cadets who have experienced sexist comments, or unwanted comments based on their gender, etc. We will review the report when it comes back, but that will not be available for some time.

USMA held its fourth annual SHARP Summit. This year, cadets were asked to provide input to shape the format of the SHARP Summit. The cadets wanted to talk about healthy relationships and what it means to have a healthy relationship. They wanted to discuss the following topics including, but not limited to:

- (a) Culture
- (b) Sex Boundaries
- (c) Healthy Relationships
- (d) Healthy Masculinity
- (e) Rape Myth Culture
- (f) Media Relationships
- (g) Pornography

Various speakers will provide remarks on each of the topics and a core group of cadets will sit in on the discussion groups. Other cadets will be invited to participate in these discussion groups as well.

**f. Athletic Update:** The passage, by Congress, of the National Defense Authorization Act (NDAA) authorizes the Secretary of the Army to enter into a cooperative agreement with a non-federal entity, or a 501(c)3, the Army West Point Athletic Association, or AWPAA. Staffing has been ongoing for several months now, with an original operating date of July 1, 2016. That date, however has been moved forward to an anticipated date of September 15, 2016. We are currently in Phase I and still have Phase II and Phase III to complete. The final date of January 2018 is the projected date in which personnel and facilities will be transferred. Another significant issue with AWPAA is de-conflicting fundraising between the AWPAA and West Point Association of Graduates (WPAOG). Both are 501(c)3 entities, and have been in conference to determine an understanding of who will do what to ensure both entities go forward with a single vision. Communication of the new AWPAA entity will be primarily through Public Affairs Office channels. WPAOG and the Athletic Department will also communicate the AWPAA to Alumni through their regular updates.

**g. Construction Update:** COL Green updated the Board on the Cadet Barracks Upgrade Programs (CBUP), other military construction (MILCON) projects, and gift-funded projects at the Military Academy to include the following:

(1) Barracks update. Renovations to Scott Barracks was finished in 2013, and MacArthur (Mac) Short was completed in 2014. The renovation of MAC Long has been awarded and is ongoing. Some fissures were found in the concrete when the walls were gutted, from when the building was originally constructed in the 1960s. The Army provided additional funding so the project could continue on track. It is anticipated there will be an award to renovate Pershing Barracks, the fourth renovation. The largest of these renovation projects is Eisenhower Barracks in which the design was funded and has begun. Other MILCON projects include Davis Barracks, which is about five weeks behind schedule as some of the granite and masonry work and running the utilities took longer than originally projected. Davis Barracks is projected to be completed in November when the building is turned over to USMA and then commissioned before mid-December 2016, so cadets can begin moving with the final cadets moved in by Reorganization Week in January 2017. A Chiller Plant is also being built that will produce cool water for air conditioning that will be cycled through Davis Barracks and nine other Barracks and buildings.

(2) Other MILCON projects. The Waste Water Treatment Plant construction is underway. This is a 70 million dollar project that renovates the Waste Water Treatment Plant and provides for future expansion. The first phase included the construction of a temporary plant in order to immediately rectify notices of violations. The Bartlett Hall Science Center is mostly complete; only some furniture is needed and final custodial work completed. This project upgraded the science labs into Tier 1 science laboratories.

(3) Future proposed, unfunded MILCON projects: Future construction projects include a Multi-Purpose Academic Center (\$89 million), a new Parking Structure (\$30 million), expansion of the Cemetery and gas station (\$18 million).

(a) The Multi-Purpose Academic Center (MPAC) would house high-bay engineering laboratory space, cyber education facilities, and become the new home to the Department of Electrical Engineering and Computer Science. USMA has competed for funding for the MPAC for three years unsuccessfully. The project would likely better compete if we are able to get it into the Future Years Defense Program (FYDP) by December.

(b) The Parking Structure, which is estimated at around \$30 million would provide 450 parking spaces in Central Area. Additional parking would be provided in the area where most of West Point's civilian and military population work. This would eliminate concerns of parking on or around buildings.

(c) The third priority is the expansion of the West Point Cemetery. Currently, the Cemetery only has 40 full-body positions available; however, there are a sufficient number of niches inside the Cemetery's Columbarium available for cremated remains. Due to the limited number of full-body positions available at the moment, the Superintendent established eligibility restrictions for the full-body positions in October 2014. Once completed, this project will add 308 full-body positions, which, at the current burial rates, will last through 2023.

(d) The Army provided \$25 million to renovate Spellman Hall, which is located outside of Thayer Gate in Highland Falls adjacent to the West Point Visitors Center and the West Point Museum. The Army Cyber Institute is currently housed in Spellman Hall, and once fully staffed, will include 75 civilian and military personnel. The renovation project should start sometime in the Fall.

(4) Gift-Funded Projects. These projects include the Foley, Enners, Nathe Lacrosse Center, Malek Soccer Stadium, Malek West Point Visitors Center, Arvin Functional Fitness Center, Goldstein Turf Field, and Daly Turf Field. The Lacrosse Fitness Center should be completed this fall. The Malek Soccer Stadium will place men and women's latrines in a permanent structure to serve the tennis courts and soccer field and improve existing stands. The Arvin Gym Functional Fitness Center is in the basement of Arvin Gym. The Goldstein Turf Field is for use by the Women's Lacrosse Team giving the players a climate-controlled year round practice field; this field is located by the Foley Center.

**h. Upcoming Events:** Some of the upcoming vents at West Point include the Cadet Field Training Runback for the Class of 2019; the Cadet Basic Training Marchback for the Class of 2020; Reorganization Week; the Superintendent's Convocation; Acceptance Day for the Class of 2020; the Affirmation Ceremony for the Class of 2018; the first day of classes; the annual USMA Strategic Offsite; OPAT Testing for the Class of 2017; Ring Weekend for the Class of 2017; the Army vs. Temple football game; the USMA SHARP Summit; the Thayer Award (this year's recipient is the Honorable Mueller, former FBI Director); the Army vs. Air Force football game; Branch Night for the Class of 2017; and the Army vs. Navy Football Classic.

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

a. Ms. Fulton mentioned the recent deaths of Cadet Thomas Surdyke and Cadet Mitchell Winey, and on behalf of the Board extended condolences to the families of the cadets and to the West Point community. LTG Caslen thanked her and said the Board Members should be very proud of the Corps of Cadets and their outpouring of support for the families of Cadets Surdyke and Winey and each other.


b. Ms. Fulton brought up the idea of investigating the possibility of the USMA Board of Visitors having its own Challenge Coin made, similar to what the US Air Force Academy Board of Visitors has.

**10. ADJOURNMENT.** With no further comments, Ms. Fulton adjourned the meeting at 11am. This concluded the July 11, 2016, Summer Meeting of the USMA Board of Visitors.

Certified by:

  
BRENDA SUE FULTON  
Chair  
USMA Board of Visitors

22 November

  
DEADRA GHOSTLAW  
Designated Federal Officer,  
USMA Board of Visitors



## **ATTENDANCE ROSTER**

### **Congressional Members:**

Congressman Steve Womack  
Congressman Mike Pompeo  
Congressman Sean Patrick Maloney

### **Presidential Appointees:**

HON Bob Archuleta  
Ms. Sue Fulton  
Ms. Liz McNally  
Mr. Ethan Epstein  
HON Gerald McGowan

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

Senator Kirsten Gillibrand  
Senator Richard Burr  
Senator Joni Ernst  
Senator Chris Murphy  
Congressman Mike Conaway  
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 Howell, Outgoing Military Aide to ASA(M&RA)  
LTC Larry Geddings, Incoming Military Aide to ASA(M&RA)  
COL David Hamilton, OCLL  
MAJ Richard Hagner, SAFM-BUL  
MAJ Patrick McGuigan, OCLL  
CW4 Tina Cortez, 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  
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 Diana Holland, Commandant of Cadets (USCC)  
CSM Dawn Rippelmeyer, CSM-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 James Barren, USMA G3  
COL Holly West, USMA G5

Mr. Leslie Brehm, USMA G8  
Dr. Gerald Kobylski, USMA Deputy G5  
Dr. Jean Blair, Assistant Dean of the Academic Board  
LTC Christopher Kasker, Public Affairs Officer  
LTC Rapheal (Joe) Hamilton  
Dr. Donald Outing  
Ms. Samantha Ross, SHARP Program Manager  
Chaplain (COL) Matthew Pawlikowski  
COL Christopher Budihas, USMAPS Commandant

**Legislative Assistants:**

Mr. Chad Sydnor (SEN Burr)  
Ms. Moran Banai (SEN Gillibrand)  
Mr. Kurt Freshley (SEN Ernst)

**Members of the Public:**

HON B.A. "Charlie" Murphy  
Michael Randall, *Times Herald-Record*



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Key Events since last BOV

### USMA Student Workshop on Civil Military Operations

(Mr. Lukmon Faily, Iraqi Ambassador to U.S, Mr. James Jeffrey, U.S. Ambassador to Iraq)

31 MAR

### National Conference Ethics in America

5 APR

### Sexual Assault Awareness & Prevention Month (SAAPM) Walk-a-Mile

5 APR

### Sandhurst Competition

8-9 APR

### Cyber Defense Exercise

9-15 APR

### Conference of Service Academy Superintendents

18-20 APR

### SAAPM – Hunting Ground Movie Screening with CID/SJA Panel

21 APR

### Service Academy Cyber Security Summit (Secretary Jeh Johnson, GEN Odierno)

21-22 APR

### Special Olympics

23 APR

### West Point Veterans Invitational (Cohosted by Yale University)

23-24 APR

### Senior Conference—Revisiting the Nat'l Security Act of '47 (Dr. Henry Kissenger, Gen Dempsey)

24-26 APR

### Class of 1952 Distinguished Speaker (GEN Dempsey)

26 APR

### SAAPM – Take Back The Night, Slam Poets – Kevin Kantor/Sienna Burnett

27 APR

### Athena's Arena Conference (40 Year Commemoration of Women)

28-30 APR

### Projects Day

28 APR

### Retiree Appreciation Day/ Scout Camporee

30 APR

### West Point Day in Albany

5 MAY

### USMAPS Graduation Week

11-14 MAY

### USMA Graduation Week Activities

16-21 MAY

### USMA Graduation (Vice President Biden)

21 MAY

### DoD Warrior Games

15-22 JUN

### BG Tim Trainor Retirement

24 JUN

### BG Cindy Jebb Promotion and Investiture

24 JUN

### R-day Class of 2020

27 JUN

### Triumph Games

28 JUN-2 JUL

1

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- #11 in the Northeast

*(ranked #14 Overall College nationwide; USNA #24, USAFA #35)*

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

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

**HP Enterprise Security - 2014**

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**Business Insider- 2015**

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





UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *Faculty Exemplars – the People (just a few)*

- Currently Serving
- Operational Experiences
- COL Ty Seidule: US Army Europe Strategic Initiatives Group
- LTC Kirk Ingold: Combined Security Transition Command, Afghanistan
- LTC Raymond Kimball: Combined Joint Task Force-Horn of Africa.



- Awards
- Dr. Morton Ender: the 2016 Peace, War and Social Conflict's Robin Williams Award from American Sociological Association
- COL Tania Chacho: International Affairs Fellow, Council on Foreign Relations
- COL David Lyle: National Bureau of Economic Research
- Dr. John Brockhaus, Making a Difference Award from the Foundation for the 21st Century

## Alumni

### **Operational Army/DoD**

- Mr. Patrick Murphy: Undersecretary of the Army
- BG Diana Holland: Commandant of Cadets
- LTC Jeremy Gwinn: Infantry Battalion Commander, 10<sup>th</sup> Mountain Division
- COL Paul Stanton: Commander, Army Cyber Protection Brigade
- COL(R) Tim Creamer and LTC Mark Vande Hei: Astronauts



### **Civilian Sector**

- Dr. Marie Johnson: Dean, Cal State Fullerton College of Natural Science and Mathematics
- Dr. Laura Vidler: Chair, Depart. of Modern Lang. and Linguistics, Univ. South Dakota
- LTG(R) Linnington: CEO Wounded Warrior Project
- COL(R) Scott Krawczyk: Director, National Endowment for the Humanities
- BG(R) Tim Trainor: Interim President, Mount St. Mary's University







UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Faculty Exemplars – the Products (just a few)

### • Publications

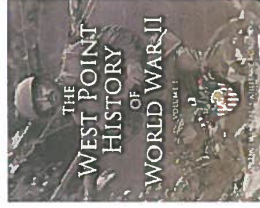
- Held Hostage: Analyses of Kidnaping Across Time and Among Jihadist Organizations



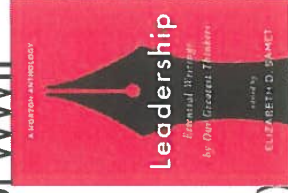
- Fundamentals of Engineering Thermodynamics



- West Point History of WWII

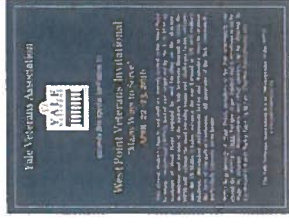


- Leadership: Essential Writings (a Norton Anthology)



### • Conferences and Workshops

- Senior Conference 52 – National Security Reform For a New Era: Revisiting the National Security Act of 1947



- West Point Veterans Invitational (with Yale) – Many Ways to Serve

- Reconnect 2016 – Mathematical and Computational tools of Cybersecurity

- West Point / Harvard – Workshop to Analyze the Costs and Consequences of Torture





UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

# USMA Sexual Assault Reporting SA Report Status

CADET CASES													as of: 1 Jul 16
Reports					Alleged Victim					Alleged Assailant			
	Reports	Cadet on Cadet	Other on cadet	Cadet on other	Cadet Class 4,3,2,1	Other (Soldier, Civ)	UNK	W	M	Cadet Class 4,3,2,1	Officer/ Soldier	UNK	
AY 13-14	11	6	4	1	4,2,2,2	1	0	9	2	3,3,0,1	1	3	
AY 14-15	18	11	3 <sup>(1)</sup>	4 <sup>(2)</sup>	4,2,3,4	1	4	17	1	3,3,4,2	3	3	
AY 15-16	19	4	12 <sup>(3)</sup>	3	4,4,4,4	3	0	15	4	2,2,0,3	7 <sup>(4)</sup>	5	

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


<sup>(2)</sup> 3 cadets/assailants unable to be ID'd by military police reports came from other colleges

<sup>(3)</sup> 2 incidents occurred prior to service - assailants unknown

<sup>(4)</sup> One assailant-two victims

Case Disposition Status									
AY 2014-15					AY 2015-16				
•Substantiated with Action 10					•Substantiated with Action 5				
•Ongoing Investigation					•Ongoing Investigation 5				
•Not Substantiated 8 (Includes 4 with Unknown victims)					•Victim declined to participate in Investigation 7				
					•Not Substantiated 2				
					•Civilian investigation 1				

NON-CADET CASES						Restricted Reports		
Year	Reports	Alleged Victim Status	W	M	Alleged Assailant Status	W	M	
AY14-15	1	CC	1		CC		1	3
AY15-16	1	DAC	1		Officer		6	
	1	Civ	1		Enlisted		1	
						15-16 (USCC)		
						15-16 (USMAPS)		




UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## **USMA Board of Visitors Meeting**

**11 July 2016**  
**West Point, NY**

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

### ***Proposed BOV Agenda***

- Introduction
- Board Business
- Key Events
- Institutional Rankings
- Year in Review Video
- 2nd Semester Highlights
- Class of 2020 Update
- Military Program Update
- Intellectual Capital update
- SHARP Update
- Athletic Department Restructure Update
- USMA Construction Update
- West Point in the News
- Upcoming Events

2






UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *Opening Remarks*

3



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *Board Business*

1. **Date Fall Meeting (DC)\_30 November (Wednesday)**
2. **Annual Report**
3. **Speaking to the Press**


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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

*Superintendent's Topics*

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

*Vision*

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

*"Inspired to serve."*

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UNITED STATES MILITARY ACADEMY  
**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.**


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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

**Superintendent's Priorities**

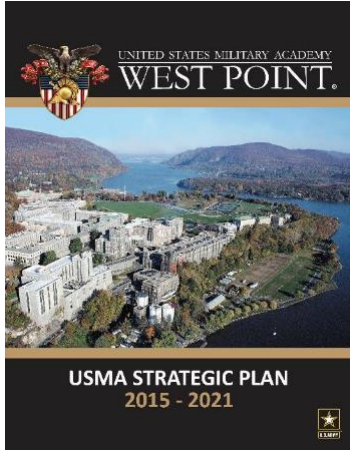
- **Leader Development:** Produce military leaders prepared to fight and win America's wars.
  - **Honorable Living:** Develop leaders who live honorably 24/7, who have internalized the values of Duty, Honor, Country, and the values of our Army. Ensure that climate exists here at West Point.
  - **Sexual 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.
  - **Standards and Discipline:** Develop leaders who establish and maintain the highest standards and discipline in the Army.
- **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!**



UNITED STATES MILITARY ACADEMY  
**WEST POINT**

**USMA Strategic Goals**

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



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UNITED STATES MILITARY ACADEMY  
**WEST POINT**

**Key Events since last BOV**

USMA Student Workshop on Civil Military Operations (Mr. Lukmon Faily, Iraqi Ambassador to U.S, Mr. James Jeffrey, U.S. Ambassador to Iraq)	31 MAR
National Conference Ethics in America	5 APR
Sexual Assault Awareness & Prevention Month (SAAPM) Walk-a-Mile	5 APR
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R-day Class of 2020	27 JUN
Triumph Games	28 JUN-2 JUL

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Institutional Rankings

**Forbes - 2016**

- #1 Public College in the country
- #11 in the Northeast
- (ranked #14 Overall College nationwide; USNA #24, USAFA #35)*

**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**

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- #3 Best Undergrad Engineering Programs

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Year in Review Video





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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**


## Graduate Scholarship Winners


  
**DREW BECKMANN**  
East West


  
**ALEX PARRA**  
Schwarzman


  
**JONATHAN RICHARDS**  
GEM


  
**LISA JONES**  
Churchill & NSF


  
**MICHAEL WESTROM**  
Rotary


  
**MARC SAMLAND**  
Lincoln Labs Fellowship NSF


  
**JOSEPH BRODERICK**  
Schwarzman


  
**GABRIEL BECK**  
DAAD


  
**JONATHAN SPIRNAK**  
Lincoln Labs Fellowship


  
**BENJAMIN BARCLAY**  
Lincoln Labs Fellowship


  
**BLAKE BEQUETTE**  
Draper Labs Fellowship


  
**EUGENE COLEMAN**  
Rotary


  
**AUSTIN HERRLING**  
Draper Labs Fellowship


  
**ROBERTS NELSON**  
Lincoln Labs Fellowship


  
**REGINA PARKER**  
Schwarzman


  
**JINNY YAN**  
Lincoln Labs Fellowship


  
**AMOS LEE**  
Fulbright


  
**MICHAEL AUTEN**  
Fulbright


  
**NEAL EICHENBERG**  
Lincoln Labs Fellowship

  
**COLBY HYDE**  
Fulbright

  
**WILLAHELM WAN**  
Lincoln Labs Fellowship

  
**IAN MAULDIN**  
Marshall

  
**MEGAN MCNULTY**  
Mitchell

  
**ALFRED MCQUIRTER**  
GEM

**2016 Scholars**

7 Lincoln Labs	3 Schwarzman
3 Fulbright	2 Draper Labs
1 Marshall	1 Yenching
1 Mitchell	1 DAAD
1 East West	1 Rotary
1 Churchill	2 GEM
2 NSF	1 NDSEG

**27 Total Scholarships  
24 Recipients  
(Single Yr Record)**



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**


## Achievements at West Point

- Twenty-six USMA cadets defeated the Royal Military College of Canada, U.S. Coast Guard Academy, U.S. Naval Academy and the U.S. Merchant Marine Academy in the 16th annual Cyber Defense Exercise (CDX) April 11-15.
- A team of three cadets won first place in the 2016 MIT Soldier Design Contest. The M249 Reduced Recoil team beat six very technical MIT teams composed of graduate students in order to claim the first prize.
- USMA Historian, Sherman Fleek Awarded Secretary of Army Award for Valor
- Dr. Ken McDonald, Department of Systems Engineering, named Fulbright Scholar
- Professor Elizabeth Samet from the Department of English and Philosophy published a "Leadership: Essential Writings by Our Greatest Thinkers: A Norton Anthology" (Sept, 2016).
- Cadet team of Henry Etchberger, Cody Guerry, Matthew Loza and David Williams awarded TRADOC Army Warfighter Challenge award for collaborative efforts with the Aviation and Missile Research, Development and Engineering Center
- Obstacle Course Racing Team, consisting of 10 cadets, wins the 2<sup>nd</sup> annual Collegiate Battlefrog competition hosted by ESPN







UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## ODIA Achievements

**Fall**

- Volleyball (21-10) ★★
- Sprint Football (7-0) ★★
- Men's Soccer (5-8-5) ★
- Women's Rugby (9-5) ★
- Women's Soccer (4-12-2)
- Football (2-10)
- Men's Cross Country (3-3)
- Women's Cross Country (3-4)
- Men's Rugby (5-3)
- Golf (1-0) ★

**Totals: 60-55-7**

**Winter**

- Men's Basketball (19-14) ★
- Women's Basketball (29-3) ★★
- Hockey (15-15-9)
- Rifle (5-7) ★
- Gymnastics (4-3)
- Men's Swimming (10-1)
- Women's Swimming (10-1)
- Men's Indoor Track (0-1)
- Women's Indoor Track (1-0) ★
- Wrestling (3-7)

**Totals: 96-52-9**

**Spring**

- Women's Tennis (20-6) ★
- Women's Lacrosse (5-12)
- Men's Tennis (18-8) ★
- Men's Lacrosse (10-7) ★
- Softball (37-18)
- Baseball (16-32)
- Golf (Patriot League Champs) ★
- Men's Rugby (4-2)
- Women's Rugby (16-6-1)



**Totals: 126-93-1**

**2015-16 Overall Totals: 282-200-17**

★ - Beat Navy!

**Key Highlights**

- CDT Kelsey Minato broke Patriot League Basketball scoring record
- CDT Jesse Glenn earned Nissen-Emery Award for outstanding senior collegiate gymnast
- Coach Dave Magarity reached 500 career wins in Basketball
- Coach Jim Poling won 200th career victory as Army Men's Tennis head coach
- Coach Paul Peck won 400th career victory as Women's Tennis head coach
- Men and Women's Swim/Dive teams both 10-1; 26 Academy records set
- Kasey McCravery nominated for ESPY Award



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Club Achievements

**2015/16 Beat Navy**

- Skeet and Trap
- Alpine Ski
- Water Polo
- Men's Volleyball
- Powerlifting
- Fencing
- Men's Boxing
- Club Hockey
- Club Soccer
- Aviation
- Combat Weapons
- Men's Team Handball
- Climbing
- Judo
- Cyber Defense
- Model UN
- Debate
- Patriot Games
- Orienteering





**2015/16 National Champions**


- Triathlon
- Parachute
- Orienteering
- Fencing
- Karate
- Speech and Parliamentary Debate
- Judo
- Men's boxing
- Pistol
- Men's Team Handball
- Women's team handball
- Tae Kwon Do



**2015/16 Beat Air Force**

- Climbing
- Men's Team Handball
- Women's Boxing
- Judo
- Parachute
- Triathlon






UNITED STATES MILITARY ACADEMY  
**WEST POINT.**


## *Class of 2020 Update*

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

***Class of 2020 - By the Numbers***




14,830 Applicants
4,103 Nominated
2,520 Qualified
1,304 Admitted
1264 SAT Avg
28 ACT Avg
119 Valedictorians
113 Class Presidents
840 Team Captains
1,164 Varsity Letters
282 / 21.6% Women
180 / 13.9% Black
122 / 9.4% Hispanics
121 / 9.2% Asians
15 Int'l Cadets
10 Combat Vets




 UNITED STATES MILITARY ACADEMY <b>WEST POINT.</b>					<b>2017-2020 Class Comparison</b>				
	2017	2018	2019	2020					
Black # Admitted	9.4% 112	13.7% 166	15.1% 190	<b>13.8% 180</b>					
Hispanics # Admitted	11.4% 135	9.7% 118	9.7% 123	<b>9.4% 122</b>					
Asians # Admitted	7.2% 86	8.2% 99	7.8% 99	<b>9.2% 121</b>					
Women # Admitted	15.8% 188	21.7% 263	22.0% 278	<b>21.6% 282</b>					
Recruited Athletes # Admitted	17.6% 210	21.4% 260	21.1% 266	<b>19.5% 254</b>					
Soldiers # Admitted	10.8% 129	7.6% 92	6.6% 82	<b>6.0% 77</b>					
Class Size	1189	1211	1262	<b>1304</b>					

 UNITED STATES MILITARY ACADEMY <b>WEST POINT.</b>					<b>2020 International Cadets</b>				
									
Bahrain	Bosnia and Herzegovina	Colombia	Egypt						
									
Georgia	Honduras	Kosovo	Moldova						
									
Pakistan	Philippines	Singapore	South Korea						
									
	Taiwan	Turkey							

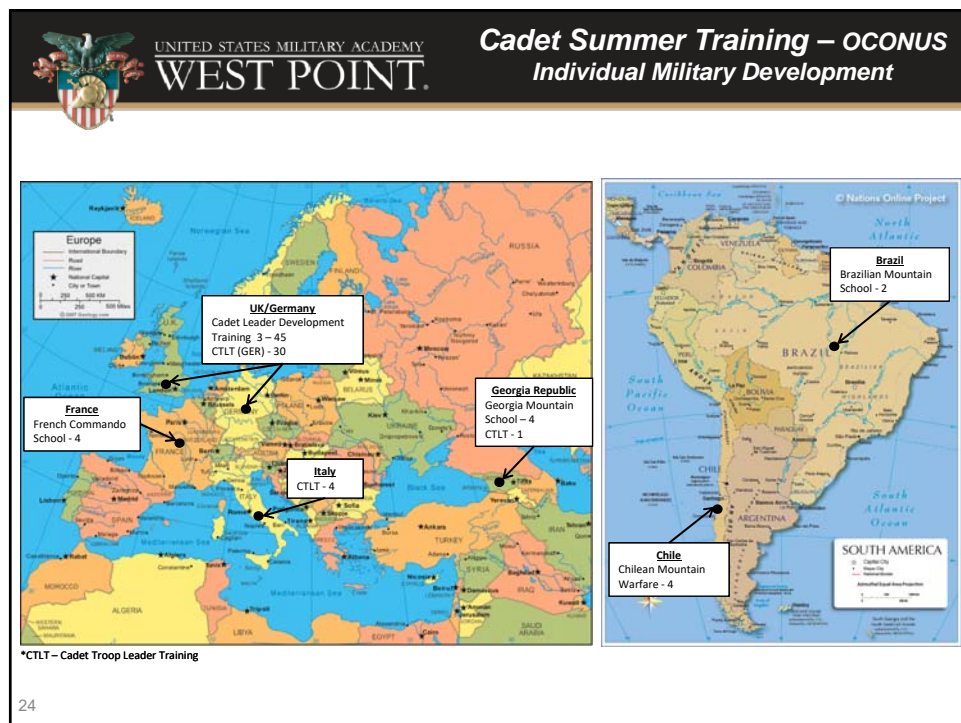
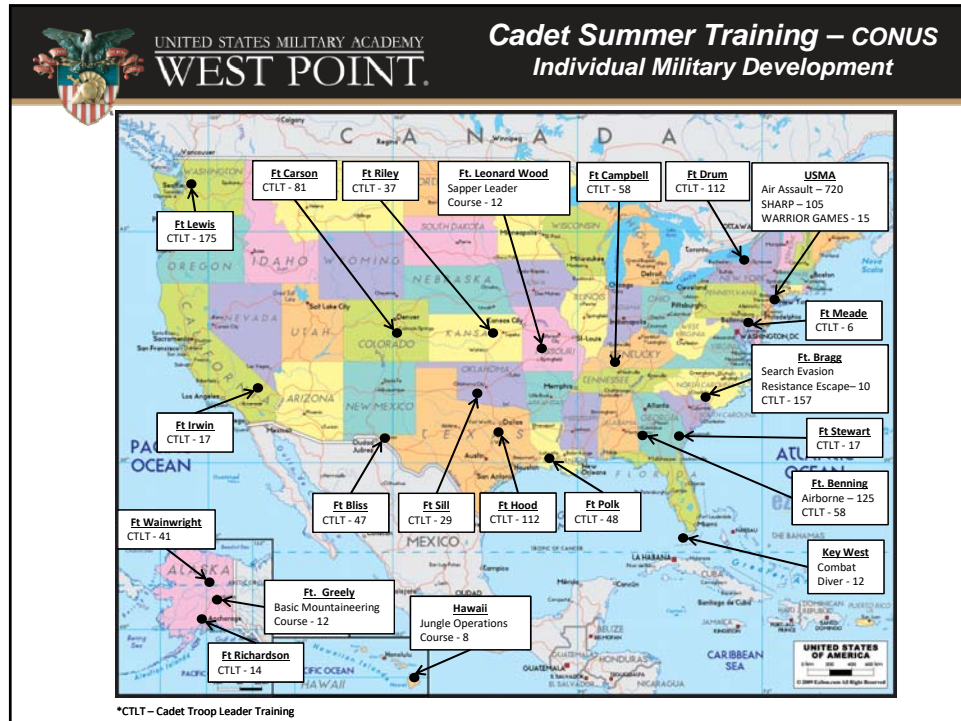
 <b>UNITED STATES MILITARY ACADEMY WEST POINT.</b> <b>Class of 2020 Admissions Update</b>												
Classes 2017-2020 Comparison* (USMA, USAFA, USNA)												
	2020			2019			2018			2017		
Files Opened	14,015	9,791	17,020	14,096	9,122	16,101	14,419	9,050	17,618	14,619	9,660	17,801
Women	3,786	2,824	4,273	4,258	2,418	3,761	3,223	2,253	3,931	2,948	2,306	4,007
Black	1,651	1,447	2,166	1,816	1,264	1,923	1,557	1,245	2,028	1,670	1,254	2,084
Hispanic	1,873	1,257	2,070	1,546	1,092	1,971	1,439	1,150	2,008	1,562	1,064	1,828
Athletes	755	464	N/A	757	458	N/A	649	444	N/A	810	472	N/A

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

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 <b>UNITED STATES MILITARY ACADEMY WEST POINT.</b>												
<b><i>Military Program Update</i></b>												

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UNITED STATES MILITARY ACADEMY  
**WEST POINT**


**Board of Visitors**  
**Changes to Cadet Summer Training**

*“Develop a vision for a ‘world-class’ military program”*  
LTG Robert L. Caslen 30 September 2014

Led by GEN(Ret) John Abizaid, West Point executed a strategic military program external review 11-12 OCT 2016 to outline steps to meet the intent of creating a ‘world class’ military program:

<p><u>Key recommendations:</u></p> <ul style="list-style-type: none"> <li>• Increase the overall challenge of Cadet Basic Training (CBT)</li> <li>• Add “crucible-like” experiences to CBT</li> <li>• Increase the rigor of CBT grading standards</li> <li>• Increase the overall training program for land navigation</li> <li>• Increase the overall training program for rifle marksmanship</li> <li>• Request Drill Sergeant support for CBT leader development</li> </ul>	<p><u>Cadet Summer Training Initiatives:</u></p> <ul style="list-style-type: none"> <li>✓ Five “crucible” events: R Day, Drill Test, March Out (7 miles), CBT FTX’s, and March Back</li> <li>✓ Cadets in CBT must pass the following graded events: rifle marksmanship, individual land nav, tactical combat casualty care, basic commo, CBRN, APFT</li> <li>✓ New Cadets must pass all the graded events for successful completion of CBT</li> <li>✓ New Cadets who do NOT pass all graded CBT events may be assessed by the Academic Board</li> <li>✓ Cadet Basic Training and Cadet Field Training Cadets rifle marksmanship will now include zero, known distance, and qualification on “pop up” range</li> <li>✓ Drill Sergeants participation for CBT I and II Leader Training Program (one per Cadet Co.)</li> </ul>
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UNITED STATES MILITARY ACADEMY  
**WEST POINT**

**Integration of Women into Boxing**

- Inclusion of women into a mandatory boxing curriculum supports full gender integration of all Army activities.
- Army Surgeon General acknowledges the risks associated with boxing but supports the activity for the leader development benefits of fear management and overcoming adversity
- USNA conducts integrated boxing; USAFA will begin this fall
- Phased and graduated implementation plan over the Academic Year
  - 1st Semester:
    - Round 1 (19 lessons) 12.5% of Plebe Women
    - Round 2 (19 lessons) 27.5% of Plebe Women
  - 2nd Semester:
    - Round 1 (19 lessons) 30% of Plebe Women
    - Round 2 (19 lessons) 30% of Plebe Women
- Key Risk Mitigation Techniques
  - Cadets appropriately matched by gender, weight, and ability level
  - Glove weight determined by gender and body size
  - Four National Athletic Trainers’ Association-certified Athletic Trainers Certified (ATC) on site for all boxing instruction
  - Physician-led Concussion Care Clinic onsite for consistent care
- Implementation pending Curriculum Committee, General Committee, Academic Board, and Superintendent review and approval, and endorsement by Secretary of the Army



Pre-Decisional FOUO



UNITED STATES MILITARY ACADEMY  
WEST POINT.

## *Intellectual Capital Update*

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UNITED STATES MILITARY ACADEMY  
WEST POINT.

### *The Academic Program*

*"In recent years the lines separating war, peace, diplomacy, and development have become more blurred, and no longer fit the neat organizational charts of the 20<sup>th</sup> century. All the various elements and stakeholders working in the international arena – military and civilian, government and private – have learned to stretch outside their comfort zones"*

**Former US. Secretary of Defense Robert Gates**  
5 July 2008

**Vision:** West Point educates and inspires leaders of character who are critical thinkers, internalize their professional identity, and employ their education to build the Army and the Nation's future.





**UNITED STATES MILITARY ACADEMY  
WEST POINT.** *Intellectual Capital*

- Faculty
- Cadets
- Products

**UNITED STATES MILITARY ACADEMY  
WEST POINT.** *Faculty Exemplars – the People (just a few)*

- Currently Serving
- Operational Experiences
  - COL Ty Seidule: US Army Europe Strategic Initiatives Group
  - LTC Kirk Ingold: Combined Security Transition Command, Afghanistan
  - LTC Raymond Kimball: Combined Joint Task Force-Horn of Africa.
- Awards
  - Dr. Morton Ender: the 2016 Peace, War and Social Conflict's Robin Williams Award from American Sociological Association
  - COL Tania Chacho: International Affairs Fellow, Council on Foreign Relations
  - COL David Lyle: National Bureau of Economic Research
  - Dr. John Brockhaus, Making a Difference

**Alumni**

**Operational Army/DoD**

- Mr. Patrick Murphy: Undersecretary of the Army
- BG Diana Holland: Commandant of Cadets
- LTC Jeremy Gwinn: Infantry Battalion Commander, 10<sup>th</sup> Mountain Division
- COL Paul Stanton: Commander, Army Cyber Protection Brigade
- COL(R) Tim Creamer and LTC Mark Vande Hei: Astronauts

**Civilian Sector**

- Dr. Marie Johnson: Dean, Cal State Fullerton College of Natural Science and Mathematics
- Dr. Laura Vidler: Chair, Depart. of Modern Lang. and Linguistics, Univ. South Dakota
- LTG(R) Linnington: CEO Wounded Warrior Project
- COL(R) Scott Krawczyk: Director, National Endowment for the Humanities
- BG(R) Tim Trainor: Interim President, Mount St. Mary's University



UNITED STATES MILITARY ACADEMY  
**WEST POINT**


## Faculty Exemplars – the Products (just a few)

### Publications

- Held Hostage: Analyses of Kidnaping Across Time and Among Jihadist Organizations
- Fundamentals of Engineering Thermodynamics
- West Point History of WWII
- Leadership Essential Writings (a Norton Anthology)

### Conferences and Workshops

- Senior Conference 52 – National Security Reform For a New Era: Revisiting the National Security Act of 1947
- West Point Veterans Invitational (with Yale) – Many Ways to Serve
- Reconnect 2016 – Mathematical and Computational tools of Cybersecurity
- West Point / Harvard – Workshop to Analyze the Costs and Consequences of Torture



UNITED STATES MILITARY ACADEMY  
**WEST POINT**

## Cadet Exemplars – the Enrichment Experiences (just a few)


### Study Abroad / Sem

● USMA Cadets on Study


### 2016 Summer Academic Programs

**Total Number: 1072**  
**Domestic: 712**  
**International: 360**


★ USMA Cadets on Summer Academic Programs




CDT Annalee Tokarsky (2018) leads nine other cadets in a discussion about the intent and effects of war propaganda at the American 30th Division Monument near St. Quentin, France during the 2016 World War I Staff Ride.




Cadets Smantha Price (2019), Cory Hazelbaker (2018), and Taylor Stewart (2018) conducting workflow study at Corpus Christi Army Depot




Cadets Hailey Conger (2019), Erich Zuelke (2019), Oseji Azuka (2019) and their sponsor at the offices of Health and Human Services in Washington D.C.



Cadets in XH467 Winning the Peace class visit the multi-ethnic, -religious, and -cultural community in Jersey City to better understand the dynamics of building cross-cultural relationships.




Cadet Anne Motes (2018) working at Vietnamese orphanage




UNITED STATES MILITARY ACADEMY  
**WEST POINT.**


## Cadet Exemplars – the Products (just a few)




MG Spittler presents first-ever TRADOC Army Warfighting Challenges Award for Multi Mission Launcher Magazine Manager Algorithm.




Cadet performs Quince from A Midsummer Night's Dream at the grand opening of the Cadet Fine Arts Forum at Trophy Point



Honorable Hammack, Assistant Secretary of the Army for Installations, Energy and Environment engages on Cadet Innovative Installation Energy Project



Cadets win 1<sup>st</sup> place in the 2016 MIT Soldier Design Contest. The M249 Reduced Recoil team beat six MIT teams composed of graduate students.



COL (R) Pam Melroy, DARPA Tactical Technology Office Deputy Director and former astronaut engages with cadets on the Swarming UAS product.



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Warrior Scholars (all)







UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## SHARP Update

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## USMA Sexual Assault Reporting SA Report Status

CADET CASES										as of: 1 Jul 16		
Reports					Alleged Victim					Alleged Assailant		
	Reports	Cadet on Cadet	Other on cadet	Cadet on other	Cadet Class 4,3,2,1	Other (Soldier, Civ)	UNK	W	M	Cadet Class 4,3,2,1	Officer/ Soldier	UNK
AY 13-14	11	6	3 <sup>(1)</sup>	1	4,2,2,2	1	0	9	2	3,3,0,1	1	3
AY 14-15	18	11	3 <sup>(1)</sup>	4 <sup>(2)</sup>	4,2,3,4	1	4	17	1	3,3,4,2	3	3
AY 15-16	19	4	12 <sup>(3)</sup>	3	4,4,4,4	3	0	15	4	2,2,0,3	7 <sup>(4)</sup>	5

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

<sup>(2)</sup>3 cadets/assailants unable to be ID'd by military police reports came from other colleges

<sup>(3)</sup>2 incidents occurred prior to service - assailants unknown


<sup>(4)</sup>One assailant-two victims

Case Disposition Status									
AY 2014-15					AY 2015-16				
•Substantiated with Action 10					•Substantiated with Action 5				
•Ongoing Investigation					•Ongoing Investigation 5				
•Not Substantiated 8					•Victim declined to participate in investigation 7				
(Includes 4 with Unknown victims)					•Not Substantiated 2				
					•Civilian investigation 1				

NON-CADET CASES							
Year	Reports	Alleged Victim Status	W	M	Alleged Assailant Status	W	M
AY14-15	1	CC	1		CC		1
AY15-16	1	DAC	1		Officer		1
	1	Civ	1		Enlisted		1

Restricted Reports		
Year	Restricted Report	Restricted to Unrestricted
14-15	1	3
15-16 (USCC)	6	
15-16 (USMAPS)	1	

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## ***SHARP Summit***


### ***29-30 Sept 2016***

**Purpose:** Generate a community experience that will foster honest and reflective exploration of the human dynamics of love, relationships and intimacy.

**Theme: (t)**  
“Unlocking the mystery of relationships”

**Topics:**

- Sex and Boundaries – Dr. Ruth Westheimer
- Hook-up Culture – Dr. Solomon, The Family Institute – Northwestern University
- Healthy Relationships – Dr. Dickman, USAFA
- Healthy Masculinity – Dr. Berkowitz, Independent Consultant
- Rape Myth Culture – Dr. Carroll, USMA Behavioral Science and Leadership
- Media and Relationships – Dr. Ender, USMA Behavioral Science and Leadership
- Pornography – LTC Daniel Gade, Assistant Professor, SCPME Deputy



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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *Athletic Department Restructure*

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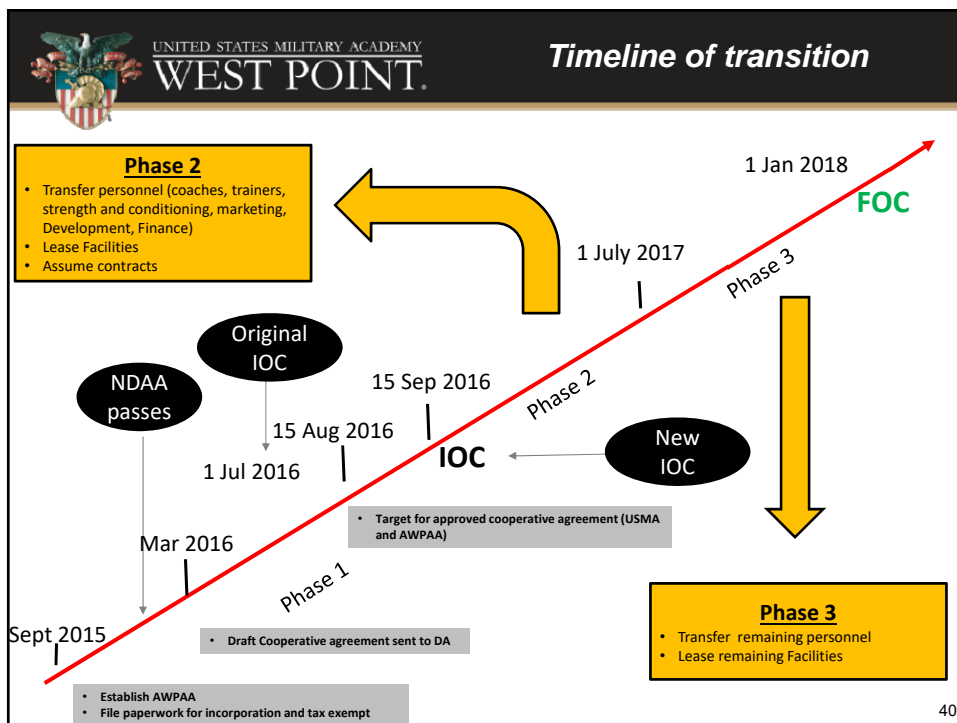
UNITED STATES MILITARY ACADEMY  
**WEST POINT**

**Athletics Program  
Transition to AWPAA**

- Legislation granted permission for Department of the Army (DA) to enter into a cooperative agreement with the AWPAA for the provision of goods and services for the Athletic Program
- Waiting for DA approval of cooperative agreement (Draft sent March 2016)
- Initial IOC date 1 July, hoping for new IOC date of 15 September



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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## USMA Construction Update

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

**Cadet Barracks Upgrade  
Program (CBUP)**

FY	BARRACKS	COST	STATUS
13	Scott	\$54 M	Completed Aug 2014
14	Mac Short	\$48 M	Completed Nov 2015
15-16	Mac Long	\$62 M	Construction Started Projected Completion Oct 2017
16	Pershing	\$74 M	Anticipated Award Date Sep 2016
17-18	Eisenhower	\$100 M	Design Funded, \$7M
18	Grant	\$63 M	
19-20	Bradley	\$145 M	
20	Lee	\$38 M	
21	Sherman	\$51 M	


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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Current MILCON Projects


Davis Barracks FY16 (\$180M)



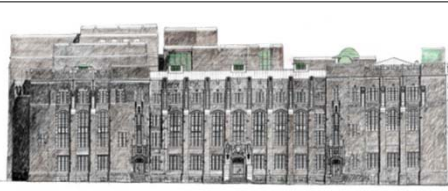
Barracks Chiller Plant FY16 (\$22M)




Wastewater Treatment Plant FY16 (\$70M)



Bartlett Science Center (\$117M)




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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Proposed MILCON Projects

Multi-Purpose Academic Center (\$89M)\*

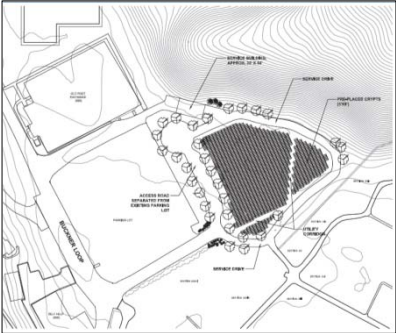


Parking Structure (\$30M)




**\* Congress will assist with above the line dollars if we can get into FYDP**

Cemetery/gas station expansion (\$18M)




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**Current and Proposed Sustainment, Readiness and Maintenance (SRM) Projects**



**Cadet Barracks Upgrade Program (Current)**




**Academic Building Upgrade Program (Proposed)**



**Army Cyber Institute (Spellman Hall)(\$25M)(Current)**

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**Gift Funded Construction**

Project	Estimated Cost	Status
Foley, Enners, Nathe Lacrosse Center	\$11.3M	WPAOG project. Estimated completion Fall 2016.
Malek Soccer Stadium	\$2.6M	WPAOG Project. Estimated completion Fall 2016.
Malek West Point Visitor Center	\$24.8M	WPAOG Project. Currently with ACSIM in preparation for Congressional notification. Projected start date 8 Jun 2016. Estimated completion Fall 2017.
Arvin Functional Fitness Center	\$0.5M	WPAOG Project. In the process of selecting the contractor.
Goldstein Turf Field	\$3.1M	WPAOG Project. Working USAG and IMCOM Site Approval, Environmental Review, and Historical and Preservation review
Daly Field Turf	\$1.3M	WPAOG Project. Working USAG and IMCOM Site Approval, Environmental Review, and Historical and Preservation review
Buffalo Soldier Monument	\$0.7M	Working USAG and IMCOM Site Approval, Environmental Review, and Historical and Preservation review
Morgan Farm Equestrian Arena	TBD	WPAOG is generating a request for proposal to hire an architect.
Arvin Annex	TBD	WPAOG has selected an architect.
Constitution Island Phase II	TBD	Requirement review underway to inform WPAOG fundraising efforts.
Fine Arts and Humanities Center (Building 148)	TBD	WPAOG is generating a request for proposal to hire an architect.

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *West Point in the News*

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *West Point in the News*

The diagram features a central green classical building with columns and a pediment. The pediment contains the text "BANK Public Trust". A blue curved arrow points from the left "Social Media" box to the building. A red curved arrow points from the right "Social Media" box to the building.

**Social Media**

- Casey McCravey
- Kelsey Minato
- Alix Idrache

**Social Media**

- Pillow fight
- Raised Fists
- Texting before graduation

**Leadership is transparent 24/7. This requires behavior consistent with Institutional values 24/7**

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**WEST POINT.**

## *Upcoming Events*

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**WEST POINT.**

## *Upcoming Events at USMA*

- Cadet Field Training Runback-Class of 2019 25 Jul
- Cadet Basic Training Marchback-Class of 2020 8 Aug
- Reorganization Week 8-12 Aug
- Superintendent's Convocation 9 Aug
- Acceptance Day-Class of 2020 13 Aug
- Affirmation Ceremony-Class of 2018 14 Aug
- First Day of Classes 15 Aug
- USMA Strategic Offsite (NYC) 23-24 Aug
- OPAT testing completed-Class of 2017 24 Aug
- Ring Weekend-Class of 2017 26-28 Aug
- Army vs Temple (Football) 2 Sep
- USMA SHARP Summit 29-30 Sep
- Thayer Award 6 Oct
- Army vs Air Force (Football) 5 Nov
- Branch Night for Class of 2017 17 Nov
- Army vs Navy (Football) 10 Dec

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WEST POINT.

# *Closing Comments*

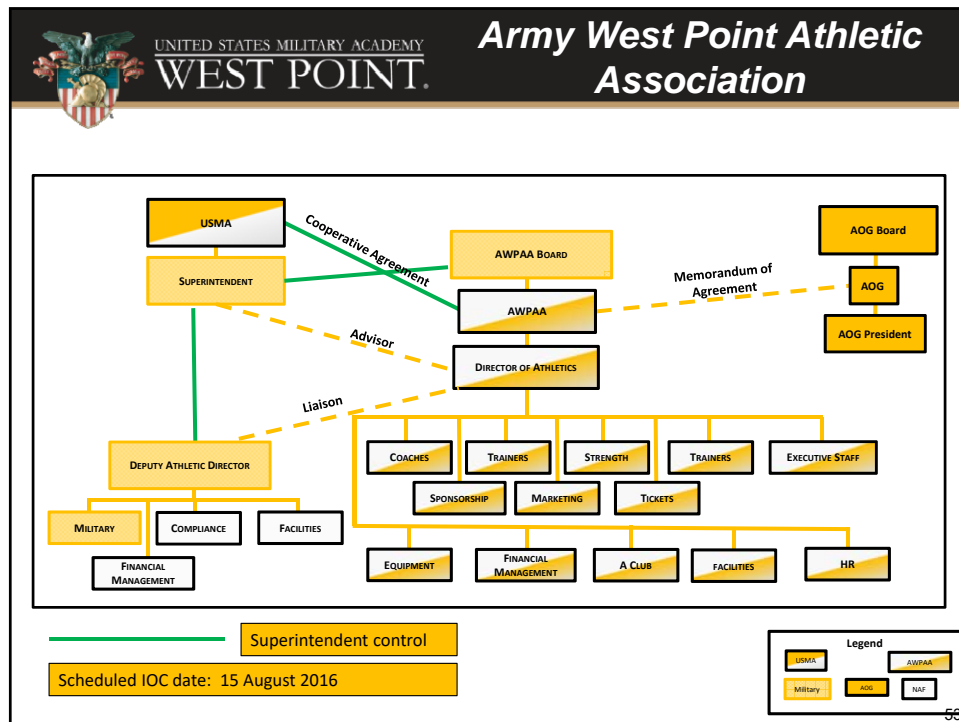
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WEST POINT.

# *Backup*

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WEST POINT.**

# Mission Analysis Briefing

## USMA Transgender Policy Review and Implications

**1 JUL 2016**

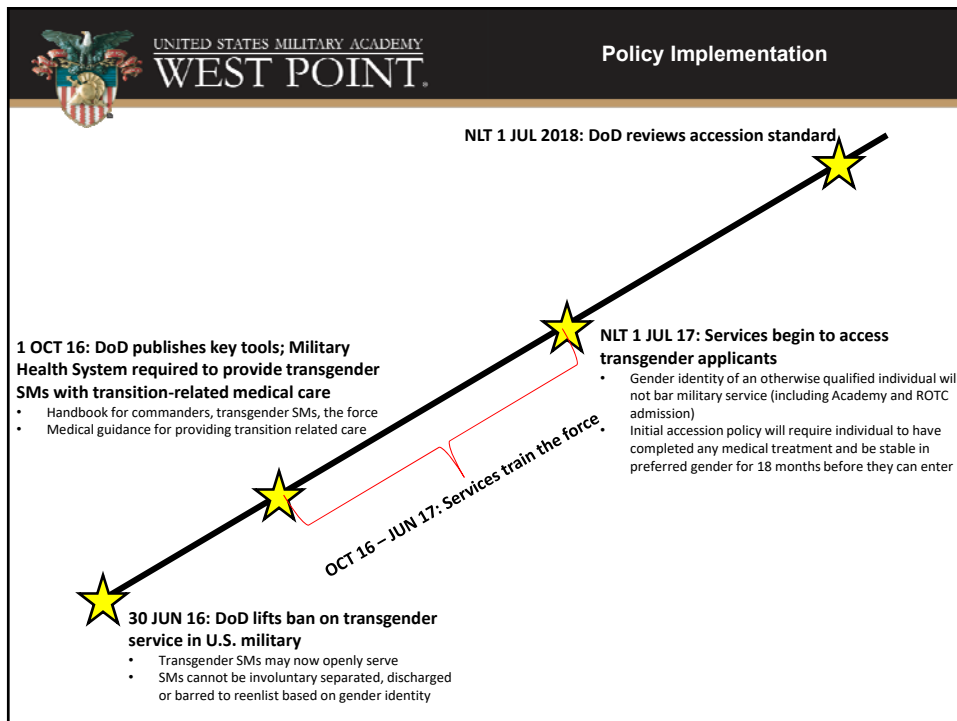
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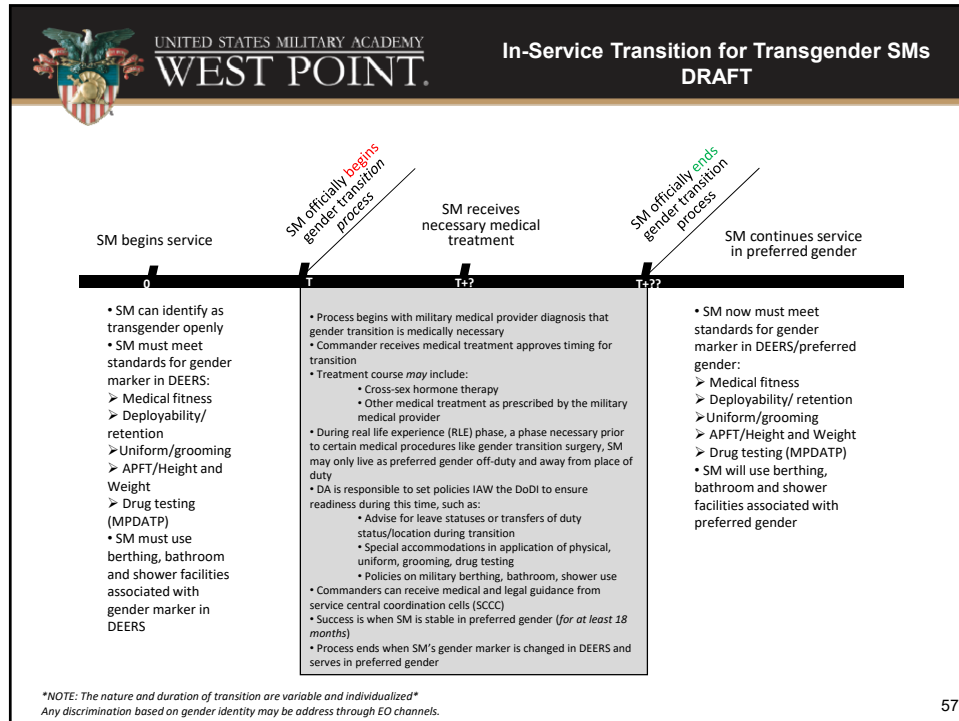



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Agenda

- Transgender Service Member Policy Implementation
- RFIs
- Potential Impact on USMA by Section
  - PAO
  - DAD
  - SJA
  - KACH/MEDDAC
  - ODIA
- Superintendent's Guidance





 **UNITED STATES MILITARY ACADEMY  
WEST POINT**

**RFIs**

RFIs we anticipate an answer to by 1 OCT 16:

- Is gender affirmation surgery required for DEERS gender marker change to preferred gender?
- Will "medical necessity" be clearly defined for medical professionals? What are possible requirements for gender transition to be deemed medically necessary?
- How is being "stable" in preferred gender defined?
- If the DEERS marker is changed without service member undergoing surgery what accommodations are necessary or recommended to commanders?
- What triggers the DEERS gender marker affiliation, especially to anyone entering the DEERS system post transition?
- Does DODMERB or will DODMERB conduct a gender DNA test during DODMERB exam or are genders only self reported?
- If a gender affirmation surgery causes permanent irreparable and medically disqualifying injuries, will the cadet be eligible for military medical retirement?



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## RFIs

### USMA-specific policy questions:

- Can a cadet begin the gender transition process after arriving at USMA?
- Can a USMAPS Cadet Candidate begin gender transition after arriving at USMAPS?
- Who is the waiver authority to approve entry or commissioning waivers?
- Can a cadet begin the gender transition process after their affirmation as a second-class cadet?
- If a medical provider recommends the gender transition process for a cadet, which Commander approves the timeline? Superintendent or Commandant?
- If a medical provider recommends the gender transition process for a Cadet Candidate (CC), which Commander approves the timeline? Will it be the USMAPS CMDT or the SUPT, now that USMAPS is a DRU? USMAPS Recommendation is GO approval.
- What accommodations must be made during the transition period and after the DEERs marker is changed?
- What affect is there on the Cadet Sponsorship Program? Currently, Cadets cannot be sponsored by single sponsors of the opposite sex. At what point in the gender transition process does the organization allow a gender transitioning Cadet to be sponsored by a single sponsor originally of the opposite sex?

## **USMA BOARD OF VISITORS AGENDA**

### **NOVEMBER 30, 2016 MEETING Washington, DC**

- **Welcome (Col Green)**
- **Chair remarks/Board Business (Ms Fulton)**
  - Proposed meeting date for 9 March 2017 (DC)
  - Request for Updated Resume/Curriculum Vitae
- **Superintendents remarks (LTG Caslen)**
- **SA Rep Remarks (Mr. Salo)**
- **Superintendent Topics:**
  - Key Events
  - Highlights
  - Offsite Assessment/Strategic Action Plan
  - Class of 2021 Update
  - United States Corps of Cadets Updates:
    - Branching Results
    - Integrated Boxing
  - Dean of the Academic Board Updates
  - Sexual Harassment/Assault Response and Prevention (SHARP) Update
  - Athletic Department Restructure Update
  - USMA Construction Update
  - Davis barracks move in timeline
  - Memorialization Update
  - Upcoming Events.

**MINUTES**  
**BOARD OF VISITORS ANNUAL MEETING**  
**November 30, 2016**  
**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. **CHAIRWOMAN'S REMARKS.** The Chairwoman, Ms. Brenda "Sue" Fulton, called the meeting to order and welcomed the members for being there.

3. **SUPERINTENDENT'S REMARKS.** Lieutenant General (LTG) Robert L. Caslen, Jr. welcomed the Board members to Washington and as his first order of business, he recognized key Congressional staff members with a Superintendent's Challenge Coin. The Superintendent's Challenge Coin is presented to individuals as recognition for their support and assistance. Those recognized were:

a. Aimee Rosen, from Congressman Steve Womack's Staff, who was instrumental in reserving the House Agriculture Committee Hearing Room

b. Yasmin Rey, House Agriculture Committee Staff, who provided excellent logistics support

c. John Konya, IT Director for the House Agriculture Committee, for his assistance to the Visual Information team and audio set up, and

d. Emily Keener, from Congressman Mike Conaway's staff, for her assistance in coordinating with the USMA staff during the initial planning for the meeting.

LTG Caslen went on to welcome Mr. Don Salo, the Deputy Assistant Secretary of the Army for Military Personnel and Quality of Life (DASA (MP & QOL), who represented the Secretary of the Army at the meeting. He briefly discussed the upcoming Army/Navy Football Game, which will be held in Baltimore, Maryland on December 10, 2016.

4. **MR. DONALD SALO'S REMARKS.** Mr. Salo thanked the Board members for their attendance and extended the Secretary of the Army's appreciation to LTG Caslen for his leadership in the following areas:

a. Academic Excellence

b. Character Development

c. Oversight of Facilities at West Point

All of these enhance West Point's reputation as an institution of higher learning that produces high quality Army officers. He stated Secretary Fanning's priorities are to maintain readiness and set the conditions for the Army which calls on talents all Americans have to offer regardless of race, religion, and sexual identity, orientation, or preference. The US Army is open to all who

meet the standard, as it should also be at the Army's premier educational institution. Diversity and inclusion create an environment in which all members are valued and are part of developing future officers that are part of the mission of keeping the Army ready to defend America's security. Mr. Salo thanked the members for their active participation on the Board of Visitors.

**5. ADMINISTRATIVE ANNOUNCEMENTS.** COL Green, USMA Chief of Staff, briefly reviewed the July 11, 2016, meeting of the Board of Visitors. Included with the agenda for this meeting were copies of the USMA Charter, the Rules of the USMA Board of Visitors, and the minutes from the July 2016 meeting.

**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.

Once the roll call was completed and administrative announcements were made, LTG Caslen presented Congresswoman Loretta Sanchez with a departing gift: "Gray's" print, a watercolor of Chaffey Point at West Point. Congresswoman Sanchez has served on the USMA Board of Visitors since January 2013.

**7. BOARD BUSINESS.**

a. The 2015 Annual Report of the USMA Board of Visitors was completed, printed, and mailed in September.

b. Minutes from the July 11, 2016 meeting were approved.

c. The Winter meeting date was set for March 9, 2017, in Washington, DC. The calendar for the 115<sup>th</sup> Congress had just been released, and Congress will be in session.

d. All members of the Board have been asked to send an updated resume or curriculum vitae (CV) to the Designated Federal Officer. As is customary during a presidential transition period, the DoD Advisory Committee Management Officer (ACMO) provides up-to-date information to the presidential and DoD transition teams. Ms. Fulton urged members who had not yet provided an updated resume or CV to do so by December 9, 2016.

**a. USMA UPDATES.**

(1) LTG Caslen reviewed the USMA Vision and Mission Statements, and the Superintendent's Priorities (see Appendix B).

(2) LTG Caslen reviewed key events since the July 2016 meeting. A complete list of these events can be found at Appendix B. LTG Caslen briefly discussed the following:

(a) Leadership, Ethics, Diversity, and Stem (LEADS) events, such as those held in Detroit, Atlanta, New York City, and Washington, DC.

(b) Tunnel to Towers Run in New York City. This 5K run takes place annually around September 11 (9/11); about 30,000 runners participate and about 2,000 members of the Corps of Cadets participated.



(c) The Annual Sexual Harassment and Assault Response and Prevention (SHARP) Summit. The format for this year's SHARP Summit was different and very successful.

(d) The annual Thayer Award, presented to an American citizen (not a USMA Graduate) who most exemplifies USMA's values of duty, honor, country, was presented in October to former FBI Director, Robert Mueller.

(4) LTG Caslen briefed the Board on some accomplishments in the first semester, including its rankings in several publications, including *Forbes*, *US News and World Report*, and others, as well as scholarship winners, including one Rhodes Scholar and one Marshall Scholar. One Cadet was accepted to Stanford Medical School and another to Harvard Medical School. USMA may also do very well in the Schwarzman Scholarship, in which chosen Cadets do graduate study in China. A complete list of both USMA's Rankings and Scholarship winners can be found in Appendix B.

(5) LTG Caslen then briefly discussed athletics, NCAA, Competitive Clubs, and Company Squads. In the NCAA, USMA has three victories over the Navy and three over the Air Force. With its current record of 6-5, the Army West Point Football team may be eligible for a bowl bid, for the first time in 10 years [Army was invited to, and won, the Heart of Dallas Bowl]. In competitive Club sports, seven Club teams are 2015 national champions, including boxing, fencing, triathlon, and Men's handball. In 2016, the triathlon team is a repeat national champion. Every Cadet participates in one of the three athletic programs – NCAA, Competitive Clubs or Company Athletics – fulfilling the motto "every Cadet an athlete."

(6) The Sandhurst competition is an international competition that occurs at West Point in the spring, pitting ten international teams against teams from the other Service Academies and ROTC. Each Cadet Company fields a Sandhurst team.

(7) The Strategic Plan: USMA is defined by its leader development outcome, referred to as the West Point Leader Development (WPLD) outcome. There are two strategic questions to be asked:

(a) What type of leaders does the Army need in the next 10, 20, 30 years? The simple answer is leaders of character who will fight and win the Nation's wars.

(b) How does USMA maintain preeminence and relevance over the next 10, 20, 30 years? Five missions:

- (1.) Build and sustain an effective and diverse team
- (2.) Promote Staff and Faculty excellence
- (3.) Develop and promote institutional intellectual capital
- (4.) Sustain a commitment to stewardship
- (5.) Ensure a culture of excellence in winning

Mr. Bob Archuleta: what we can do to retain young captains after their five years' service obligation ends. Mr. Salo pointed to a mentorship program in which senior officers mentor junior

officers and help them choose the right path for them; and the option for professional development training, such as having them attend Master's programs to get a graduate degree, both of which are designed to improve retention. LTG Caslen mentioned a program initiated several years ago, allowing cadets their branch of choice or post of choice in exchange for extending their active duty service obligation; some officers are now staying in the Army an additional three years or more because of this initiative.

**b. USMA Construction Update:** The USMA Engineer, Matt Talaber, and Chief of Staff, COL Wayne Green, briefed on USMA Construction. The new academic building (Multi-Purpose Academic Center or MPAC) is competing for funding in the amount of \$89 Million beginning with the fourth annual cycle of competition in the Army's military construction (MILCON) process. USMA competes with the top colleges and universities in the US for academic talent; to meet our mission, our academic resources must be competitive. COL Green then showed photos of USMA's declining academic infrastructure, as follows:

- (1) Basement mechanical room being used as a classroom
- (2) USMA's only high-bay engineering space is a loading dock in the rear of Mahan Hall
- (3) Many classes, particularly for aviation experimentation, are conducted outside, while peer colleges and universities conduct the same experiments inside
- (4) A closet area in Mahan Hall that has been converted to do cement projects
- (5) In the Electrical Engineering and Computer Science department, in Thayer Hall, and the Cyber classrooms in Mahan Hall, fans are used to cool the server rooms.

USMA is losing its competitive advantage to peer colleges and universities due to the older infrastructure and lack of academic upgrades. The MPAC would provide about 76,000 square feet of new academic labs, high-bay facilities, server rooms, etc. The original cost for the MPAC was \$120 Million because it included a parking garage, which was removed in order to get the cost below \$90 Million. Mr. Matt Talaber, the USMA Engineer and Director of Public Works explained the Academic Building Upgrade Program (ABUP) in which six essential building were identified is most in need of upgrades and repairs. The average age of these buildings is 93 years old. Thayer Hall, for example, was built in 1855 as an equestrian center, and repurposed in 1955 to an academic building; it has not seen major renovations since. These six buildings fall within USMA's National Historic Landmark District, so the buildings can't be demolished, only renovated. ABUP will have the same effect on the academic facilities that the Cadet Barracks Upgrade Program, or CBUP, had on Cadet Barracks. Full renovation to academic facilities would give each of these buildings about 50 more years of life. The full cost of the ABUP would be about \$800 Million, and take about nine years to complete. The challenges and way ahead are to sustain funding for the CBUP, which has made a huge difference in the quality of life for Cadets and determining how ABUP is funded in the future. Both programs proved to be organized, tested well, and proved they came from the Army sustainable readiness model.

COL Green reminded the Board that USMA is the number two Liberal Arts College in the US and the number four Engineering college, and proposed that delivering high quality officers to the Army, including new Cyber lieutenants, was worth the investment.

There were some questions from Congressman Mike Conaway regarding the costs of renovation, which Mr. Talaber answered. LTG Caslen asked the Chair, Ms. Fulton, to see if the Board members would write a letter in support of the Multi-Purpose Academic Center, to be provided as the Army begins discussions over the next few weeks to determine MILCON projects for the five-year development plan. Ms. Fulton added, before having a motion made, that many of the Board members had seen the academic facilities, and mentioned that many of the facilities look the same as they did when she attended in 1976 and that she would strongly support the request. She asked if USMA's staff could draft a letter for the Board members to comment on, to which LTG Caslen said he could have the letter drafted the next day.

Ms. Fulton then asked if there was a motion to draft a letter to Army Leadership supporting the funding of an MPAC. A motion was made, seconded, and approved. A copy of the letter, with Board members' signatures, is at Appendix C.

**c. Admissions Update:** COL Deborah McDonald, Director of Admissions, updated the Board on the incoming class of 2021, along with a comparison between the US population, Enlisted, Officer, and the USMA Cadets. The comparison, which is included in Appendix B, includes the current classes at West Point. The incoming class of 2021, as of November 23, 2017, had 625 obligations, including offers, acceptances and any outstanding letters of assurance (conditional offers), and the USMA Preparatory School (USMAPS), for a class of 1,250..

One trend at West Point and the Naval Academy this year was a downturn in applicant files, most notably in Caucasian males. USMA's Office of Economic and Manpower Analysis (OEMA) analyzed this trend over the last 20 years, and concluded that it isn't outside of the normal trend. The Admissions Office has been aggressively marketing to women and minorities over the last few years, so USMA has seen a 37 percent increase of women applicants in the last three years. In the next 20-40 years, 60 percent of the US population will identify as non-white; currently over 50 percent of children less than five years of age identify as non-white. Mr. McGowan asked if there was a breakdown by religious affiliation. COL McDonald stated that there is no question about religion in the admissions process, but once the Cadets enter the Military Academy, there is a survey that requests religious affiliation. COL Holly West, USMA G5 (Policy) provided Mr. McGowan with a religious breakdown via e-mail following the meeting. This document is in Appendix D of these minutes.

**c. Commandant of Cadets:**

BG Diana Holland had three topics to discuss at the meeting:

(1) Explain the increasing intensity of the Military Program at West Point, beyond the traditional summer training

(2) Provide feedback on the performance of the recent class (the class of 2016), as they have gone to their courses, Fort Benning in particular

(3) Highlights and observations in areas of gender integration

Cadet Summer Training has expanded beyond Cadet Basic Training, when Cadet Candidates entered USMA, and Cadet Field Training, when rising Yearlings participated in their second

summer. Cadet training events have increased from two events to 15 events, including but not limited to the following:

(1) Cadet Leader Development Training, a new graduation requirement. This is two to three weeks of tactical leadership training, based on Ranger School. The missions are challenging, but recent graduates report this is one of the most valuable experiences at West Point.

(2) Cadet Candidate Basic Training at USMAPS – Cadets serve as cadre supervising a shortened version of Cadet Basic Training to integrate Cadet Candidates into the Prep School.

(3) Summer Leader Experience (SLE), an Admissions program that brings high school juniors to West Point, led by cadets. There are two iterations of this program during the summer.

(4) Additional optional military schools include Airborne School, Air Assault School at West Point, Combat Diver Qualification Course at Ft. Bragg, and international schools such as the Georgian Mountain School, Chilean Mountain School and French Commando School.

BG Holland went on to discuss the academic year. Of 139 clubs at West Point, nine are specifically geared towards military skills and competencies. Also, “Commandant Saturdays,” selected Saturday mornings during the Academic Year, are geared specifically towards military training.

BG Holland’s next topic was intellectual development in the Military Program. USCC now has a Defense and Strategic Studies major, which currently has 151 participants, making it the sixth most popular major at West Point. The Modern War Institute is the research arm of the Department of Military Instruction (DMI) and provides additional intellectual capacity for DMI, the Cadets and the Army. USCC hosted the War Studies Conference, with the topic, Strategic Deterrence, which was raised in order to discuss how strategic deterrence is used in the operating environment Cadets will see. The simulation center, or the Cave Automatic Virtual Environment (CAVE), provides a virtual environment for Cadets to train in a number of different combat environments around the world.

Command Sergeant Major (CSM) Rippelmeyer and BG Holland had an opportunity to visit Ft Benning for the Infantry Basic Officer Leadership Course (IBOLC) graduation on October 26, the first IBOLC that included women.

- USMA had 47 members of the Class of 2016 in IBOLC, 42 men and 5 women, and 98% graduated.
- The top graduate was Second Lieutenant Donny Goth, a Rugby player and Regimental CSM while at USMA.
- Fourteen of the graduates were on the Commandant’s List (defined as in the top 20 percent).
- West Point graduates at both the Infantry and Armor BOLCs said they were well prepared for the courses.

Thirty three Second Lieutenants attended Ranger School.

18 passed the first time, without recycling. The 19<sup>th</sup> graduated a cycle later, and one Lieutenant is still in the course. 19/33 exceeds the average graduation rate from Ranger School.

The next topic BG Holland briefed the Board on was on Gender Integration. Of the five women who attended the Infantry Officer Basic Course that graduated on October 26, four graduated, and three were on the Commandant's List. The women were required to pass the same high physical standards as the men. Three women who graduated from USMA passed the Ranger Physical Fitness Test and are ready to attend Ranger School (two are currently in Ranger School and one will attend the course that begins in January). There is also one woman graduate at Ranger School who was recycled, and two women from the class of 2014 that branch transferred from Field Artillery to Infantry and were at Fort Benning.

LTG Caslen added that one of the women from the Class of 2014 was a Rhodes Scholar and the valedictorian of the class, and just returned from Oxford. She originally branched Engineer, then once Infantry became available changed branches. The feedback from the men who graduated from Ranger School is that West Point is doing a good job; the physical fitness part is not an issue, however more training needs to be done specifically on patrolling and land navigation, in order to ensure graduates pass Ranger School. The Commandant put together a course that focused on land navigation, physical preparation and patrolling in order to improve Cadets' readiness for Ranger School.

Boxing was the BG Holland's next topic. At the last meeting, USMA was in the final approval stage to make boxing a mandatory graduation requirement for women cadets as well as men. The Academic Board approved the change and the Class of 2020 is the first class where both men and women box. There are four rounds to integrate women into boxing; round one is complete with 12 percent of the women of the Class of 2020 having completed the course (all passed). There was resounding positive feedback from men and women. Round two is underway and will bring the number of women in the Class of 2020 who've completed the course to 25 percent. The Army Women's Boxing Club has expanded as well, as more women become interested.

The last topic BG Holland briefed to the Board was Class of 2017 Branching. On Branch Night, seven women selected Infantry, and eight women selected Armor, as either a primary Branch or branch detail. For comparison, the Class of 2016 branched five women into Infantry and three into Armor. The Commandant noted that, on average, a Cadet changes their mind on their branch at least four times before their Branch Night.

Mr. Epstein asked if the Corps of Cadets receives any specific training on Social Media. BG Holland answered that social media guidelines and limitations are taught during Cadet Character Development in a number of ways, including one that was borrowed from the Office of Intercollegiate Athletics (ODIA). Mr. Eugene "Boo" Corrigan, Athletic Director, reported that ODIA brought in a group called Defensive Communications, who meet in small groups and review everyone's Twitter and other social media. The Cadets think their accounts are private; the group calls out the Cadets on inappropriate or attacking posts and ask the Cadet to explain what they meant. The realization that their comments can be widely viewed motivated the Cadets to think differently about social media. The program was so successful that the Commandant work with Defensive Communications to train more cadets.

**d. Dean of the Academic Board:** BG Jebb reported that the curriculum revision is in its second year, starting with the Class of 2019. The number of course majors Cadets can choose from increased from 10 to 13. Changes to the curriculum:

(1) Rewriting "Educating Future Army Officers for a Changing World" in order to get to the "why" behind the curriculum: why USMA has a liberal education, study in depth, choice and academic goals.

(2) Developing "Redbook" descriptions for the new curriculum to assist Cadets. Cadets have a choice of over 37 majors and expanded choices of minors.

(3) Capturing 2<sup>nd</sup> and 3<sup>rd</sup> order effects. Some faculty allocations need to be reviewed; this kind of review typically takes a couple of years after curriculum change.

(4) January 19, 2017 Offsite to share the Strategic Posture Statement, which will be the starting point of this offsite. The purpose of the offsite is to keep the conversation on a strategic level. The posture statement was developed based on looking back at West Point historically and a homogeneous Corps of Cadets taught by a homogeneous staff and faculty with a set of defined roles and responsibilities.

(5) March 3, 2017 Reflection Day in order to take some unhurried moments of pause to see where we are and share different assessments about the new curriculum and see how it might need to be adjusted as the semester goes forward.

BG Jebb then highlighted faculty Fulbright Scholars, Dr. Kenny McDonald and Professor Tim Bakken; and the Combating Terrorism Center (CTC) Director, LTC Bryan Price, testifying before Congress. She also highlighted Cadet successes, including defeating the USAFA Debate Team, and Northeast Regional Ethics Bowl Competition, to name a few. Full examples of Faculty and Cadet Excellence can be found at Appendix B.

**e. SHARP Update:** LTG Caslen updated the Board on Sexual Harassment and Assault Response and Prevention (SHARP), including Incident Reporting Trends for academic years (AY) 14-15, 15-16, and 16-17 to date. The trend information included the number of unrestricted reports (investigated and the survivor received the help she/he needed), restricted reports (not investigated and the survivor received the help she/he needed), conversions from unrestricted to restricted, and the number of reports that were substantiated for AY 14-15 and 15-16. In AY 14-15 and 15-16, about 50 percent of the reports were substantiated. In AY16-17, the number of restricted reports has risen considerably over the number of unrestricted reports. Of the 17 substantiated cases only one was adjudicated by civilian law enforcement that trial is scheduled to be held in Philadelphia, but has not yet occurred.

Senator Kirsten Gillibrand asked if there was a memorandum of understanding with local law enforcement. If not, what is the practice? Do local law enforcements assume USMA is adjudicating the cases? COL James Robinette, USMA Staff Judge Advocate, addressed these questions. Ordinarily, if there is a civilian victim, and the crime happens in a civilian jurisdiction, the civilian jurisdiction has the first right to prosecute; if the civilian jurisdiction doesn't want to prosecute, USMA will go forward with a case to the extent possible. Senator Gillibrand asked if civilians are included in the restricted and unrestricted number. COL Robinette answered that only civilian victims are reflected in the numbers. SEN Gillibrand then asked how many Cadets are victims. LTG Caslen noted that in AY15-16, of the 19 cases, seven Cadets were assailants, while 16 of the 19 cases the victims were Cadets and three victims were civilians.

LTG Caslen identified three key causes for restricted reports, or lack of reporting:.

- (1) Fear of retaliation/reprisal
- (2) Handled it alone (usually by avoiding the perpetrator)
- (3) Didn't want to ruin the career of the offender

Senator Gillibrand questioned the survivors' confidence in the system given so many restricted reports. She noted that "fear of reprisal or retaliation," is a large problem across the Armed Forces. Given that fear, she said that she could understand why survivors would want to "handle it alone." She also noted that the third point is an institutional problem; if survivors believe they are ruining someone's career, then they aren't defining rape, sexual assault or harassment, as criminal, abhorrent or as unfitting for anyone graduating from USMA. She noted that such perpetrators shouldn't be in the military regardless of "how great they are" – and the Cadets may not be getting this message. Congressman Conaway then asked if all the reports were rapes. The answer was that very few of the reports were rapes. LTG Caslen then noted that according to the Uniform Code of Military Justice (UCMJ), Article 120 covers everything from unwanted sexual contact (groping) through penetration (rape), so whether there was unwanted sexual contact, groping, or rape, it is all covered under Article 120 of the UCMJ.

In any of those cases, an investigation takes place, and if substantiated, significant action is taken. Cadets see the high substantiation rate in many of the cases, whether it's a court martial or a misconduct investigation (administrative action under the Cadet Code). Senator Gillibrand asked what type of incidents the 17 were. COL Robinette noted the two most egregious cases:

1. An alleged rape that went to a contested court martial. The Cadet was acquitted, held over for graduation and is now in the Army
2. An assault by a classmate was taken to court martial, but when the alleged offender accepted resignation with an "other than honorable" discharge, the victim accepted that outcome.

COL Robinette noted some other cases, the types of incidents and adjudications. Mr. Epstein then asked if it possible for Cadets to view pornography while on post. Ms. Samantha Ross, SHARP Program Manager noted they can get it on their cell phones. COL Green noted that pornography is blocked from the government networks, however if they use their own provider on personal devices, they can still get pornography on their wireless devices. Ms. Ross noted that roughly 50 percent of reports that were done in person had to do with alcohol.

LTG Caslen noted that the preliminary results of the Sexual Assault and Gender Relations study would come out in December through the Department of Defense. The survey was taken last spring by Cadets at all three major US Military Service Academies. The SHARP Incident Reporting Trends, including Root Causes, and Strategic Implications are in Appendix B.

Samantha Ross then discussed the SHARP Summit s held September 29-30, 2016 at West Point. The purpose of the Summit was "to generate a community experience that will foster honest and reflective exploration of the human dynamics of love, relationships and intimacy." There were two guest speakers, Dr. Alexandra Solomon whose topic was "Hook-Up Culture" and Dr. Michael Kimmel, whose topic was "Masculinity." The Cadets provided very positive feedback; they enjoyed the speakers "being real" with them, and found it relevant to their lives. Topics that were suggested for next year's SHARP Summit include the following:

- (1) Consent and Alcohol
- (2) Building Upstanders; Tips for intervening in bad situations
- (3) Abstinence
- (4) Healthy Femininity, Body Image
- (5) LGBTQ Relationships
- (6) Toxic Relationships
- (7) Healthy Dating ("Cadating," Dual Military)

f. **Athletic Update:** Mr. Boo Corrigan, the Athletic Director briefly updated the Board about the Army West Point Athletic Association (AWPAA), a 501(c)3 organization, approved in the NDAA a year ago. USMA is still working with Army staff to get the AWPAA established. The issue is how to ensure the tracking of funds is compliant with all regulations and auditable. USMA is hoping the AWPAA will be stood up in the near future as a 501(c)3. One unanticipated issue was allowing coaches who reside on post to have their children attend the DoD Elementary and Middle Schools on West Point. At this point, tuition must be paid by non-military coaches or the Athletic Department. The tuition for the DoD schools is \$22,000 per student, compared to \$13,000 per student in a private school or in the Highland Falls/Fort Montgomery School District. USMA is attempting to negotiate the cost with DoD to lower the cost of tuition. At this point, DoD is not receptive to changing the legislation.

ODIA has been able to raise money for the funding of new facilities for the Athletic Department; the 100% privately-funded Lacrosse building is almost finished.

Mr. Corrigan then discussed the Academic Progress Rate for USMA NCAA teams as compared to the Navy, Air Force and other Division 1 NCAA institutions. The APR tracks grades, retention, and graduation rates of players, and can affect college football bowl bids. Army West Point is ranked 7<sup>th</sup> out of 128 teams in APR.

h. **Upcoming Events:** Due to time constraints, upcoming events were not discussed, however, a full list of upcoming events can be found in Appendix B.

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

Congressman Conaway identified the pictures in the Agriculture Committee Hearing Room, explaining that the flag of Texas is displayed as he is the Chairman of the Committee and from Texas.

Congressman Sean Patrick Maloney complimented COL Deborah McDonald and her staff, for working with him on diversity issues.

Ms. Fulton thanked LTG Caslen and his staff noting that this might be the last meeting for many of the Presidential Appointees, due to the recent Presidential election and transition.




**10. ADJOURNMENT.** With no further comments, Ms. Fulton adjourned the meeting at 4:31pm. This concluded the November 30, 2016, Fall Meeting of the USMA Board of Visitors.

Certified by:

  
BRENDA SUE FULTON  
Chair  
USMA Board of Visitors

**MAR 0 6 2017**

  
DEADRA GHOSTLAW  
Designated Federal Officer,  
USMA Board of Visitors

## **APPENDIX A**

### **ATTENDANCE ROSTER**

#### **Congressional Members:**

Senator Richard Burr  
Senator Kirsten Gillibrand  
Senator Joni Ernst  
Senator Chris Murphy  
Congressman Steve Womack  
Congressman Mike Conaway  
Congressman Sean Patrick Maloney  
Congresswoman Loretta Sanchez

#### **Presidential Appointees:**

HON Bob Archuleta  
Ms. Sue Fulton  
Ms. Liz McNally  
Mr. Ethan Epstein  
HON Gerald McGowan

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

Congressman Mike Pompeo

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

#### **Other attendees:**

Mr. Donald "Don" A. Salo, Deputy Assistant Secretary of the Army for Military Personnel and Quality of Life (DASA(MP&QOL))  
MAJ Noela Bacon, Aide to DASA(MP&QOL)  
MAJ Richard Hagner, SAFM-BUL  
MAJ Patrick McGuigan, OCLL

#### **USMA Command and Staff Members in Attendance:**

LTG Robert L. Caslen, Jr., Superintendent of the United States Military Academy  
CSM Timothy Guden, USMA Command Sergeant Major  
COL Wayne A. Green, USMA Chief of Staff  
COL Gregory Boylan, Superintendent's XO  
MAJ Terry N. Hilderbrand, Superintendent's Aide de Camp  
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 Diana Holland, Commandant of Cadets (USCC)  
CSM Dawn Rippelmeyer, USCC Command Sergeant Major  
Mr. Eugene Corrigan, Director of Intercollegiate Athletics  
Mr. Matthew Talaber, USMA Engineer/Director of Public Works  
COL James Robinette, Staff Judge Advocate  
COL Deborah McDonald, Director of Admissions  
SFC Joel Figueroa, Superintendent Communications NCO

COL Holly West, USMA G5  
LTC Christopher Kasker, Public Affairs Officer  
Ms. Samantha Ross, SHARP Program Manager  
Mr. Charles "Bo" Thompson, Sound Engineer  
Mr. Scott Blair, Sound Engineer

**Legislative Assistants:**

Mr. Chad Sydnor (SEN Burr)  
Ms. Moran Banai (SEN Gillibrand)  
Mr. Kurt Freshley (SEN Ernst)  
Mr. Alec Johnson (SEN Murphy)

**The following received Superintendent Coins, then departed:**

Ms. Yasmin Rey (House Agriculture Committee Staffer)  
Mr. John Konya (House Agriculture Committee IT Director)  
Ms. Emily Keener (REP Conaway)  
Ms. Aimee Rosen (REP Womack)

**Members of the Public:**

Mr. Warren Whitlock, Deputy Assistant Secretary of the Army for Diversity and Leadership  
Mr. Trevor Kenney  
Mr. Greg Matthieson



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *Vision*

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

***“Inspired to serve.”***

**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.
  - **Standards and Discipline:** Develop leaders who establish and maintain the highest standards and discipline in the Army.
- **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

Cadet Field Training Runback-Class of 2019	25 Jul	GEN Allyn VCSA LPD to Staff and Faculty	21 Oct
Cadet Basic Training Marchback-Class of 2020	8 Aug	Dr. Mark Emmert NCAA President Visit	21-22 Oct
Reorganization Week	8-12 Aug	Hall of Fame Weekend	21-22 Oct
Superintendent's Convocation	9 Aug	Parents/Family Weekend	21-23 Oct
Acceptance Day-Class of 2020	13 Aug	CYCON US – International Conference (DC)	21-23 Oct
Affirmation Ceremony-Class of 2018	14 Aug	Complex Battlespaces Workshop	24-26 Oct
First Day of Classes	15 Aug	Admissions Minority Visit	27-29 Oct
USMA Strategic Offsite (NYC)	23-24 Aug	USMAPS Family Weekend	28-30 Oct
Ring Weekend-Class of 2017	26-28 Aug	GEN Franks' Retirement Dinner	1 Nov
Funeral for last USMA Buffalo Soldier	3 Sep	Executive Steering Group (CSA and SECArmy)	9 Nov
LEADS Diversity Conference (Los Angeles)	8-11 Sep	Student Conforms on US Affairs 68	9-12 Nov
Visitors Center Ground Breaking	9 Sep	Band Performs at NFL Game (Jets v. Rams)	13 Nov
Branch Week	12-16 Sep	Modern War Institute War Studies Conference	13-15 Nov
GEN Votel CDR CENTCOM Visit	15 Sep	Branch Night for Class of 2017	17 Nov
Nininger Award (MAJ Matt Chaney (USMA'01))	22 Sep	NYC HS Senior Visit	19-20 Nov
NYC Tunnels to Towers Run	25 Sep	Band Performs at Macy's Day Parade	24 Nov
Gettysburg Staff Ride (Team Captains)	27-28 Sep		
USMA SHARP Summit	29-30 Sep		
LEADS Diversity Conference (Detroit)	29 Sep		
Thayer Award (Robert Mueller)	6 Oct		
LTG Williams NATO Land Forces CDR LPD	7 Oct		
WP Debate Tournament	7-9 Oct		
Hosted NHL Preseason Game (Panthers vs. Devils)	8 Oct		
USMA Classes '96, '01, '06, '11 Homecoming	13-16 Oct		



**US News and World Report - 2017**

- #1 High School Counselor Ranking
- #2 Public Liberal Arts College
- #4 Best Undergrad Engineering Programs
- #19 National Liberal Arts College



**Forbes - 2016**

- #1 Public College
- #6 Liberal Arts college
- #11 in the Northeast



*(ranked #14 overall; USNA #24 – only two public colleges in Top 25)*

**Princeton Review - 2016**

- #1 Most Accessible Professors (6<sup>th</sup> year in a row!!)
- #1 Students Study the Most
- #2 Everybody Plays Intramural Sports
- #2 Best College Library
- #3 Best Health Services
- #3 Most Active Student Government



**College Choice - 2016**

- #14 Best Bachelor's in Engineering Degree Program (USFA #17, USNA #18)



**Business Insider- 2015**

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





# Population Comparison

Population	US	Enlisted	Officer	USMA Cadet
African Americans	13.1%	22.5%	13.2%	12.5%
Hispanics	16.9%	13.5%	7.0%	10.1%
Asians	5.1%	2.5%	4.9%	10.2%
Women	50.8%	13.0%	16.5%	19.9%

# Faculty Excellence (a few examples)



Outreach

**Shrinking the haystack**

Advances in helping the search for guerrillas and terrorists' safe havens and weapons

Jul 10, 2014 | From the past issues

Network Science  
Center: Developed  
C/SCARE-A  
software that uses IED  
blasts to pinpoint  
workshops and caches

Fulbright Scholars, Dr. Kenny  
McDonald & Professor Tim Bakken

LTC Price  
CSPAN

CTC Director, LTC Bryan Price,  
testifying before Congress

College Choice rated  
USMA nuclear engineering  
4<sup>th</sup> best in the Nation

INTELLIGENCE and  
NATIONAL SECURITY

Philip H. Davies,  
Myron Varouhakis and  
Naveen Abdalla

Aesop's  
Wolves: the  
Deceptive  
Appearance of  
Espionage and  
Attacks in  
Cyberspace



Studying Naïve Users  
and the Insider Threat  
with SimpleFlow

International  
Journal of  
Intelligence  
and  
Counterintelligence

Subverting  
Reality: The  
Role of  
Propaganda in  
21st Century  
Intelligence

Dr. John Farr  
2016 ASEM  
Meritorious  
Service  
Award winner

D/Systems  
Engineering's  
Engineering  
Management  
Program awarded  
ASEM Founder's  
Award for program  
leadership

The Ethics of Military  
Privatization  
The US Armed  
Contractor  
Phenomenon

Video



## Cadet Excellence (a few examples)



Cadets brief capstone project to MG Chinn, US Army South Commander.



3 day multi-sector cyber exercise in NYC led by ACI and Citigroup. **C3T finished 9<sup>th</sup>**, first ever Top 10 finish in the North American Championships



West Point Debate Team defeats USAFA



West Point Ethics Bowl Team wins Northeast Regional Competition



Russian Language Trip to Brighton Beach



CDT Matthew Benjamin presents at the Army Research Laboratory / USM Technical Symposium.



SCUSA 68: Democracy & Democratization – Challenges and Opportunities



Cadet capstone project provides a method for the Army to assess small unit energy requirements



Cadet Jordan Isham co-authored a Small Wars Journal article



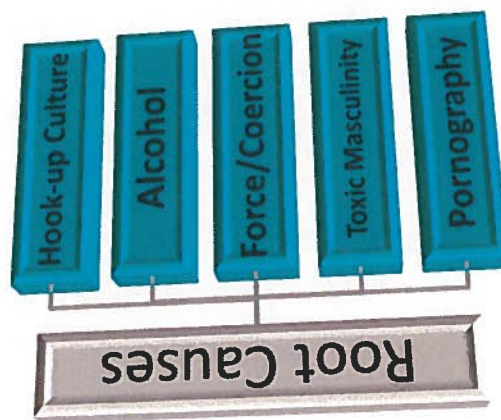
## Incident Reporting Trends

Annual Year	Unrestricted	Restricted	Conversion	Substantiated
14-15	18	1	3	10
15-16	19	7	1	7
16-17	6	15	3	

**AY 14-15 & 15-16**

**Substantiation rate ~50%**

- 1 case in past 3 years has been retained by Civilian Law Enforcement
- Reporting trends - static past 3 years
- Why restricted reports or not reporting at all?
  - Fear of retaliation/reprisal
  - Handled it alone (usually by avoidance)
  - Didn't want to ruin career of alleged offender







Admissions Educator Visit	29 Nov-01 Dec	Davis Barracks Dedication Ceremony	21 Mar
West Point Band Holiday Shows	3-4 Dec	15 <sup>th</sup> WP Diversity Leadership Conference	21-23 Mar
Army vs Navy (Football)	10 Dec	Admissions Minority Visit	23-25 Mar
Final Exams	12-17 Dec	Band Bicentennial concert (NYC)	25 Mar
December Graduation	16 Dec	Foreign Academy Exchange Program Host	25 Mar-2 Apr
Band Broadcast Performance (Albany)	17 Dec	Civ-Mil Conference	31 Mar
Winter Break	18 Dec-3 Jan	McDonald Cadet Leadership Conference	29 Mar-2 Apr
Reorganization Week	4-8 Jan	Sandhurst	8 Apr
2 <sup>nd</sup> Semester Begins	9 Jan	Cyber Defense Exercise	10-14 Apr
500 <sup>th</sup> Night Weekend	13-15 Jan	DAD Congressional Visit	19-21 Apr
Inaugural Parade (DC)	20 Jan	Mission Command Conference	20 Apr
RMC Weekend (WP)	20-22 Jan	NCAA Men's Gymnastics Championships	20-22 Apr
National Conference on Ethics in America	24-26 Jan	Inter-Service Academy Parachute Competition	21-23 Apr
Yearling Winter Weekend	3-5 Feb	38 <sup>th</sup> Annual WP National Orienteering Meet	22-23 Apr
Post Night	8 Feb	National Scout Meet	22-23 Apr
100 <sup>th</sup> Weekend	16-19 Feb	Senior Conference 53	23-25 Apr
Admissions Minority Visit	16-18 Feb	Boy Scout Camporee	28-30 Apr
West Point Model UN Invitational	25-26 Feb	Retiree Appreciation Day	29 Apr
CORPS Founders Day Dinne	2 Mar		
Kermit Roosevelt Lecture '17	6-7 Mar		
Plebe Parents Weekend	10-12 Mar		
Foreign Academy Exchange Program	10-19 Mar		
Spring Break	11-19 Mar		
Chilean International Patrol Competition	13-15 Mar		



**BOARD OF VISITORS  
UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK, 10996**

December 1, 2016

Secretary of the Army  
101 Army Pentagon  
Washington, DC 20310-0101

Chief of Staff of the Army  
200 Army Pentagon  
Washington, DC 20310-0201

Dear Secretary Fanning and General Milley:

The United States Military Academy Board of Visitors recently held its winter meeting in Washington, DC. The update we received from Lieutenant General Caslen and his staff gave us confidence that the Academy is making excellent progress in the areas of academic, physical, military, and character development in our young cadets. However, one area that concerned us was the Academy's dated academic infrastructure and the fact that many of its engineering laboratory and cyber education facilities are inadequate and insufficient to maintain a competitive advantage in today's cutting-edge educational environment.

As the Federal Advisory Committee to the world's premier leader development institution, we recognize that to develop leaders who are creative thinkers and adaptive problem solvers, we need the mentor and grow those leaders.

We understand that you are aware of West Point's current efforts to compete the Multi-Purpose Academic Center for Innovation, Engineering and Cyber Education (MPAC) among the Army's future construction priorities. We also understand that your top two priorities are Readiness and Future Army. To that end, we respectfully request that you consider the MPAC in the Army's future funding as this advisory body considers leader development in the areas of Cyber and STEM to be critically important, if not central, to readiness and the Army's future posture.

Sincerely,

  
BRENDA SUE FULTON  
Asbury Park, NJ  
Chair

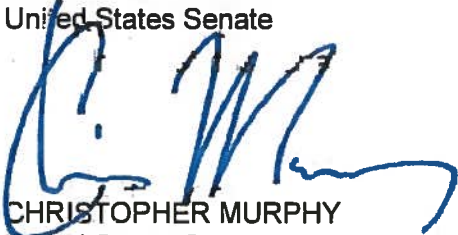
  
STEVE WOMACK  
United States House of Representatives  
Vice Chair



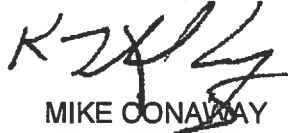
KIRSTEN GILLIBRAND  
United States Senate



RICHARD BURR  
United States Senate



CHRISTOPHER MURPHY  
United States Senate



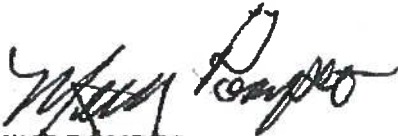
MIKE CONAWAY  
United States House of Representatives



SEAN PATRICK MALONEY  
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



ETHAN EPSTEIN  
Albuquerque, NM



ELIZABETH MCNALLY  
Scarsdale, NY



GERALD MCGOWAN  
Arlington, VA


usma_grad_yr	Gender	Religion	Total	Percentage Within Gender
2017 M		Buddhist	4	0.4%
2017 M		Hindu	1	0.1%
2017 M		Jewish	13	1.4%
2017 M		Mormon	15	1.7%
2017 M		Muslim	5	0.6%
2017 M		No religious preference	91	10.1%
2017 M		Other (Unitarian)	9	1.0%
2017 M		Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science)	1	0.1%
2017 M		Protestant	422	46.9%
2017 M		Roman Catholic	328	36.4%
2017 M		Secular philosophies (Atheist, Agnostic)	11	1.2%
<b>Total Males</b>			<b>900</b>	<b>100.0%</b>
2017 F		Hindu	1	0.6%
2017 F		Jewish	2	1.2%
2017 F		Mormon	2	1.2%
2017 F		No religious preference	16	9.5%
2017 F		Protestant	79	46.7%
2017 F		Roman Catholic	68	40.2%
2017 F		Secular philosophies (Atheist, Agnostic)	1	0.6%
<b>Total Females</b>			<b>169</b>	<b>100.0%</b>



usma_grad_yr	Gender	Religion	Total	Percentage Within Gender
2018 M		Buddhist	4	0.5%
2018 M		Hindu	3	0.3%
2018 M		Jewish	12	1.4%
2018 M		Mormon	6	0.7%
2018 M		Muslim	5	0.6%
2018 M		No religious preference	71	8.3%
2018 M		Other (Unitarian)	5	0.6%
2018 M		Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science)	4	0.5%
2018 M		Protestant	453	52.8%
2018 M		Roman Catholic	279	32.5%
2018 M		Secular philosophies (Atheist, Agnostic)	16	1.9%
<b>Total Males</b>			858	100.0%
2018 F		Jewish	6	2.7%
2018 F		No religious preference	25	11.4%
2018 F		Other (Unitarian)	2	0.9%
2018 F		Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science)	1	0.5%
2018 F		Protestant	110	50.2%
2018 F		Roman Catholic	73	33.3%
2018 F		Secular philosophies (Atheist, Agnostic)	2	0.9%
<b>Total Females</b>			219	100.0%

usma_grad_yr	Gender	Religion	Percentage Within	
			Total	Gender
2019 M	Buddhist		6	0.7%
2019 M	Hindu		1	0.1%
2019 M	Jewish		11	1.2%
2019 M	Mormon		16	1.8%
2019 M	Muslim		10	1.1%
2019 M	No religious preference		56	6.2%
2019 M	Other (Unitarian)		5	0.6%
2019 M	Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science)		4	0.4%
2019 M	Protestant		450	50.2%
2019 M	Roman Catholic		325	36.2%
2019 M	Secular philosophies (Atheist, Agnostic)		13	1.4%
<b>Total Males</b>			897	100.0%
2019 F	Buddhist		4	1.6%
2019 F	Hindu		2	0.8%
2019 F	Jewish		2	0.8%
2019 F	Mormon		2	0.8%
2019 F	No religious preference		25	9.8%
2019 F	Other (Unitarian)		6	2.3%
2019 F	Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science)		2	0.8%
2019 F	Protestant		119	46.5%
2019 F	Roman Catholic		92	35.9%
2019 F	Secular philosophies (Atheist, Agnostic)		2	0.8%
<b>Total Females</b>			256	100.0%

usma_grad_yr	Gender	Religion	Percentage Within	
			Total	Gender
2020 M	Buddhist		7	0.7%
2020 M	Hindu		4	0.4%
2020 M	Jewish		4	0.4%
2020 M	Mormon		13	1.3%
2020 M	Muslim		3	0.3%
2020 M	No religious preference		88	8.7%
2020 M	Other (Unitarian)		4	0.4%
2020 M	Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science)		7	0.7%
2020 M	Protestant		542	53.4%
2020 M	Roman Catholic		320	31.5%
2020 M	Secular philosophies (Atheist, Agnostic)		23	2.3%
<b>Total Males</b>			1,015	100.0%
2020 F	Buddhist		2	0.7%
2020 F	Hindu		1	0.4%
2020 F	Jewish		4	1.5%
2020 F	Mormon		2	0.7%
2020 F	Muslim		3	1.1%
2020 F	No religious preference		20	7.3%
2020 F	Other (Unitarian)		2	0.7%
2020 F	Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science)		1	0.4%
2020 F	Protestant		148	54.2%
2020 F	Roman Catholic		87	31.9%
2020 F	Secular philosophies (Atheist, Agnostic)		3	1.1%
<b>Total Females</b>			273	100.0%




UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## **USMA Board of Visitors Meeting**

**30 November 2016**  
**Washington, DC**

1



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

### ***Proposed BOV Agenda***

- Introduction
- Board Business
- Key Events
- Highlights
- Offsite Assessment/Strategic Action plan
- Class of 2021 Update
- USCC Update
  - Military
  - Physical
- Intellectual Capital Update
- SHARP Update
- Athletic Department Update
- USMA Construction Update
  - MPAC/ABUP Strategy
- Memorialization Update
- Upcoming Events

2



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *Opening Remarks*

3



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## *Board Business*

- 1. Review and Approve BOV Minutes**
- 2. Review Charter**
- 3. Discussion on Media Engagement**
- 4. Proposed Date for next meeting: 9 March 2017  
(Washington DC)**


4



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

*Superintendent's Topics*

5




UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

*Vision*

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

*"Inspired to serve."*

6




UNITED STATES MILITARY ACADEMY  
**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.**


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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

**Superintendent's Priorities**

- **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.
  - **Standards and Discipline:** Develop leaders who establish and maintain the highest standards and discipline in the Army.
- **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!**


 UNITED STATES MILITARY ACADEMY <b>WEST POINT.</b>		<b>Key Events since last BOV</b>	
Cadet Field Training Runback-Class of 2019	25 Jul	GEN Allyn VCSA LPD to Staff and Faculty	21 Oct
Cadet Basic Training Marchback-Class of 2020	8 Aug	Dr. Mark Emmert NCAA President Visit	21-22 Oct
Reorganization Week	8-12 Aug	Hall of Fame Weekend	21-22 Oct
Superintendent's Convocation	9 Aug	Parents/Family Weekend	21-23 Oct
Acceptance Day-Class of 2020	13 Aug	CYCON US – International Conference (DC)	21-23 Oct
Affirmation Ceremony-Class of 2018	14 Aug	Complex Battlespaces Workshop	24-26 Oct
First Day of Classes	15 Aug	Admissions Minority Visit	27-29 Oct
USMA Strategic Offsite (NYC)	23-24 Aug	USMAPS Family Weekend	28-30 Oct
Ring Weekend-Class of 2017	26-28 Aug	GEN Franks' Retirement Dinner	1 Nov
Funeral for last USMA Buffalo Soldier	3 Sep	Executive Steering Group (CSA and SECArmy)	9 Nov
LEADS Diversity Conference (Los Angeles)	8-11 Sep	Student Conference on US Affairs 68	9-12 Nov
Visitors Center Ground Breaking	9 Sep	Band Performs at NFL Game (Jets v. Rams)	13 Nov
Branch Week	12-16 Sep	Modern War Institute War Studies Conference	13-15 Nov
GEN Votel CDR CENTCOM Visit	15 Sep	Branch Night for Class of 2017	17 Nov
Nininger Award (MAJ Matt Chaney (USMA'01))	22 Sep	NYC HS Senior Visit	19-20 Nov
NYC Tunnels to Towers Run	25 Sep	Band Performs at Macy's Day Parade	24 Nov
Gettysburg Staff Ride (Team Captains)	27-28 Sep		
USMA SHARP Summit	29-30 Sep		
LEADS Diversity Conference (Detroit)	29 Sep		
Thayer Award (Robert Mueller)	6 Oct		
LTG Williams NATO Land Forces CDR LPD	7 Oct		
WP Debate Tournament	7-9 Oct		
Hosted NHL Preseason Game (Panthers vs. Devils)	8 Oct		
USMA Classes '96, '01, '06, '11 Homecoming	13-16 Oct		

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 UNITED STATES MILITARY ACADEMY <b>WEST POINT.</b>		<b>Institutional Rankings</b>	
<b>US News and World Report - 2017</b> #1 High School Counselor Ranking #2 Public Liberal Arts College #4 Best Undergrad Engineering Programs #19 National Liberal Arts College			
<b>Forbes - 2016</b> #1 Public College #6 Liberal Arts college #11 in the Northeast <i>(ranked #14 overall; USNA #24 – only two public colleges in Top 25)</i>			
<b>Princeton Review - 2016</b> #1 Most Accessible Professors (6 <sup>th</sup> year in a row!!) #1 Students Study the Most #2 Everybody Plays Intramural Sports #2 Best College Library #3 Best Health Services #3 Most Active Student Government			
<b>College Choice - 2016</b> #14 Best Bachelor's in Engineering Degree Program (USFA #17, USNA #18)			
<b>Business Insider- 2015</b> #13 Best College campus (only Academy in Top 20)			


10






UNITED STATES MILITARY ACADEMY  
**WEST POINT**


**Graduate Scholarship Winners**  
**Class of 2016**




Christian Nattiel  
Rhodes Scholar  
(University of Oxford, UK)




Samuel Ruppert  
Marshall Scholar  
(King's College, UK)




Mark McGinnis  
Schwarzman Scholar  
(Tsinghua University, China)




Collin J. Parker  
Schwarzman Scholar  
(Tsinghua University, China)



Timothy McLaughlin  
Schwarzman Scholar  
(Tsinghua University, China)



Bethany Russell  
Schwarzman Scholar  
(Tsinghua University, China)



Don Stanley Dalisay  
Schwarzman Scholar  
(Tsinghua University, China)

Since 2013

- 5 Rhodes	- 12 Lincoln Labs
- 4 Marshall	- 4 Draper Labs
- 1 Mitchell	- 6 NSF
- 8 Schwarzman	- 6 GEM
- 9 Fulbright	- 18 Rotary
- 4 East-West	- 5 Truman

AY17 Scholar Numbers

- 1 Rhodes
- 1 Marshall
- 5 Schwarzman

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UNITED STATES MILITARY ACADEMY  
**WEST POINT**

**ODIA Highlights**





**2016-2017 Season**

Football: 6-5

Volleyball: 20-11 (PL: 12-4) ★

Women's Soccer: 4-12-2 (PL: 2-5-2)

Men's Soccer: 9-8-2 (PL: 4-4-1) ★★

Men's Rugby: 9-1 ★

Women's Rugby: 5-5 ★★

Sprint Football: 5-2

Men's Cross Country: 1-1

Women's Cross Country: 1-1

Golf: 0-2

Men's Swim/Dive: 1-2

Women's Swim/Dive: 1-2

Hockey: 6-5-1

Rifle: 3-4

Women's Basketball: 6-1 ★

Men's Basketball: 2-4

Wrestling: 1-2

**.539 winning percentage**




**Key Highlights**

- Sprint Football—300<sup>th</sup> Program win
- Coach Alma Kovaci reached 200 career wins in Volleyball
- Army Sports Hall of Fame
- 2015-16 Record: .582



UNITED STATES MILITARY ACADEMY

**WEST POINT.**

*Athletic Highlights*

**16 Competitive Club Sports**

<ul style="list-style-type: none"> <li>• Men's Boxing * ☆</li> <li>• Women's Boxing ☆</li> <li>• Climbing</li> <li>• Crew</li> <li>• Cycling ☆</li> <li>• Equestrian</li> <li>• Fencing*</li> <li>• Judo*</li> <li>• Marathon</li> </ul>	<ul style="list-style-type: none"> <li>• Orienteering*</li> <li>• Powerlifting</li> <li>• Men's Handball * ☆</li> <li>• Women's Handball*</li> <li>• Triathlon * **</li> <li>• Men's Volleyball ☆</li> <li>• Water polo</li> </ul>
--	--

\*\* AY 16-17 National Champion (season in progress)

\* AY 15-16 National Champion

☆ AY 17 Victory over Navy

☆ AY 17 Victory over Air Force

**Company Athletics**


<p><b><u>Fall</u></b></p> <ul style="list-style-type: none"> <li>• Basketball</li> <li>• Soccer</li> <li>• Functional Fitness</li> <li>• Flag Football</li> <li>• Submission Grappling</li> <li>• Fall Sandhurst</li> </ul>	<p><b><u>Spring</u></b></p> <ul style="list-style-type: none"> <li>• Floor Hockey</li> <li>• Flickerball</li> <li>• Swimming</li> <li>• Team Handball</li> <li>• Ultimate Frisbee</li> <li>• Spring Sandhurst</li> </ul>
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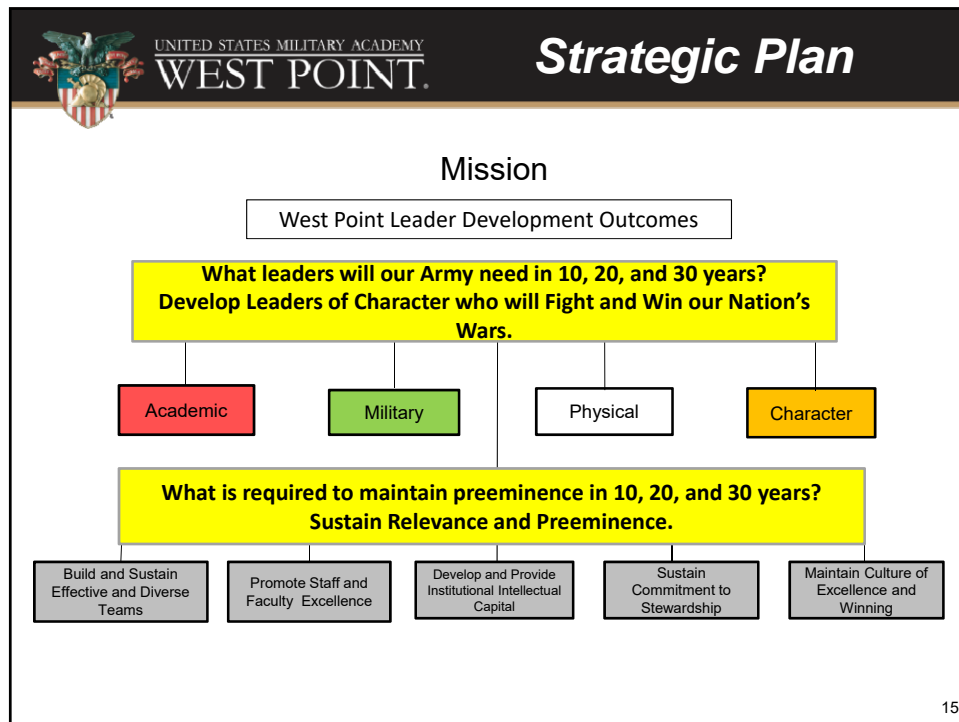
UNITED STATES MILITARY ACADEMY


**WEST POINT.**

*Offsite*

***Strategic Assessment and Action Plan***

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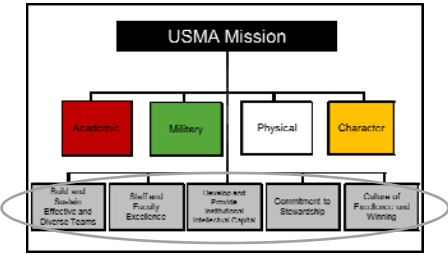




UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

**Goal 2: Sustain Relevance and Preeminence**

<p><b>Build and Sustain Effective and Diverse Teams</b></p> <ul style="list-style-type: none"> <li>• Attract, Recruit, Admit cadets</li> <li>• Retain Cadets</li> <li>• Attract, recruit, Hire faculty and staff</li> <li>• Eliminate SA/SH</li> </ul>	<p><b>Promote Staff and Faculty Excellence</b></p> <ul style="list-style-type: none"> <li>• Develop High Quality Faculty</li> <li>• Develop High Quality Staff</li> <li>• Promote Academic Currency</li> </ul>	<p><b>Develop and Provide Institutional Intellectual Capital</b></p> <ul style="list-style-type: none"> <li>• Seek Operational Relevance</li> <li>• Build Collaborations and Partnerships</li> <li>• Solve Problems of National Significance</li> <li>• Provide Intellectual support to the Army and the Nation</li> </ul>	<p><b>Sustain Commitment to Stewardship</b></p> <ul style="list-style-type: none"> <li>• Continually Improve</li> <li>• Manage Resources responsibly</li> <li>• Strive for Infrastructure Excellence</li> <li>• Promote Effective Shared Governance</li> <li>• Communicate Effectively</li> </ul>	<p><b>Foster a Culture of Excellence and Winning</b></p> <ul style="list-style-type: none"> <li>• Honorable</li> <li>• Winners</li> <li>• Team players</li> <li>• Inclusive</li> <li>• Respectful</li> <li>• Professional</li> </ul>
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What is required to maintain preeminence in 10, 20, and 30 years?


17



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Admissions Update

18

 UNITED STATES MILITARY ACADEMY <b>WEST POINT.</b>		<b>Population Comparison</b>		
Population	US	Enlisted	Officer	USMA Cadet
African Americans	13.1%	22.5%	13.2%	12.5%
Hispanics	16.9%	13.5%	7.0%	10.1%
Asians	5.1%	2.5%	4.9%	10.2%
Women	50.8%	13.0%	16.5%	19.9%

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

# Class of 2021

## Admissions Update as of 23 November 2016

	Total	Women	African American	Hispanic	Scholars	Leaders	Athletes	Soldiers
Applicants	11,769	3,522	1,435	1,667	1,786	778	838	707
Offers	23	8	2	3	1	1	19	4
Accepts	15	5	1	1	1	0	13	2
O/S LOAs	331	137	80	44	171	76	122	3
O/S Civil Prep	41	11	0	2	4	12	10	0
O/S USMAPS	230	39	106	15	2	40	93	51
Obligations	625	195 (31.2%)	188 (30.1%)	64 (10.2%)	178 (28.5%)	128 (20.5%)	244 (39.0%)	54 (9.3%)

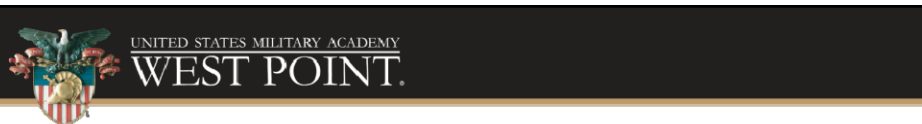
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- Both West Point and Navy are experiencing a downturn in applicant files – most notably in Caucasian Males
- Quality of applicants remain high even though applicants decreasing
- Corps must reflect the diversity in the Army officer corps, the Army, and National diversity
  - By 2060 56% of US population will be “non white”
  - Currently 50.2% of children <5 years are “non white”
- Targeting Marketing initiatives emphasize diversity but will cast wider marketing net for 2022 class cycle
- Studying Analytics from Return on Investment

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## ***Military Program Update***

22




UNITED STATES MILITARY ACADEMY  
**WEST POINT**

## Trends in the Military Program

- Expansion of Cadet Summer Training (CST)
  - Legacy: 2 events (Cadet Basic Training, Cadet Field Training)
  - Current: 15 events (added Cadet Leader Development Training, Air Assault School, Cadet Candidate Basic Training, Summer LDR Exp)
  - More Military schools and greater interaction with other nations' armies
- More military training during the Academic Year
  - Increased number of Cadet Clubs that execute military skills (nine total)
  - Sandhurst Competition: Expansion of Spring and addition of Fall events
  - Structured military training on Commandant's Saturdays
- Expanded intellectual development
  - Defense and Strategic Studies (DSS) major (151 participants)
  - Modern War Institute (MWI)
  - Simulations Center

A robust military program provides Cadets with more leader development opportunities, increased competence and confidence in military skills, and greater capacity to think about the future operating environment.


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UNITED STATES MILITARY ACADEMY  
**WEST POINT**

## Class of 2016 Successes

- Infantry Basic Officer Leader Course 46/47 students from USMA Class of 2016 graduated (98%)
  - Class Honor Graduate was 2LT Donny Goff
  - 14 USMA graduates were on the Commandant's List
  - USMA graduates passed all High Physical Demand Tasks
  - Infantry School Commandant stated that our graduates arrived fit and well-prepared. Our graduates agreed.
- Ranger School ("Early" course)
  - 33 Class of 2016 graduates attended before IBOLC
  - 19 graduated, 1 still in the course, 13 did not graduate




2LT Donny Goff, '16

Early Ranger Course graduates


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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Gender Integration

- Infantry Basic Officer Leader Course
  - 4/5 female USMA Class of 2016 students graduated; 3 were on the Commandant's List
  - All USMA women passed the High Physical Demand Tasks
  - 3 USMA women ready to attend Ranger School
  - 3 USMA women (2 from 2014, 1 from 2016) in ongoing courses
- Boxing
  - 42 (12%) of the women from the Class of 2020 participated in boxing in Round 1. Positive feedback from men and women
  - Women's Boxing Team BEAT AIR FORCE on 4 November
- Class of 2017 Branching
  - 7 women selected Infantry (4 basic branch, 3 branch detail)
  - 8 women selected Armor (4 basic branch, 4 branch detail)



IBOLC Graduates

Video

PE 116: Boxing

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Intellectual Capital Update

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Curriculum Revision Update

- Rewriting Educating Future Army Officers for a Changing World
- Developing Redbook descriptions for the new curriculum
- Capturing 2<sup>nd</sup> and 3<sup>rd</sup> order effects
- 19 January 2017 Offsite
- 3 March 2017 Reflection Day

**STRATEGIC POSTURE STATEMENT**

West Point has for most of its history been engaged in the project of educating, training, and inspiring a homogenous Corps of Cadets. It has graduated classes of 2LTs prepared to execute a largely uniform set of responsibilities in the Army. For many years, the work of the institution was likewise performed by a fairly homogeneous staff and faculty. Today, however, we have a unprecedentedly diverse Corps as well as a blended faculty whose members have distinct needs and talents and are capable of different contributions. Tomorrow's Army needs a heterogeneous set of officers with a broad array of abilities and perspectives—with deep disciplinary knowledge as well as with the agility and imagination to work across disciplines—to serve in an increasing range of specialties, from traditional branches to the newest, Cyber. How can the Academic Program best meet the challenges and exploit the opportunities of the twenty-first century?

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Faculty Excellence (a few examples)



Outreach



Network Science Center: Developed C/SCARE-A software that uses IED blasts to pinpoint workshops and caches



Fulbright Scholars, Dr. Kenny McDonald & Professor Tim Bakken



CTC Director, LTC Bryan Price, testifying before Congress



Subverting Reality: The Role of Propaganda in 21st Century Intelligence



Studying Naive Users and the Insider Threat with SimpleFlow



Aesop's Wolves: the Deceptive Appearance of Espionage and Attacks in Cyberspace



College Choice rated USMA nuclear engineering 4<sup>th</sup> best in the Nation



D/Systems Engineering's Engineering Management Program awarded ASEM Founder's Award for program leadership



Dr. John Farr 2016 ASEM Meritorious Service Award winner



The Ethics of Military Privatization: The US Armed Contractor Phenomenon

Video

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Cadet Excellence

*(a few examples)*



Cadets brief capstone project to MG Chinn, US Army South Commander.



3 day multi-sector cyber exercise in NYC led by ACI and Citigroup. **C3T finished 9<sup>th</sup>**, first ever Top 10 finish in the North American Championships



West Point Ethics Bowl Team wins Northeast Regional Competition



West Point Debate Team defeats USAFA



Russian Language Trip to Brighton Beach



Cadet Jordan Isham co-authored a Small Wars Journal article



CDT Matthew Benjamin presents at the Army Research Laboratory / USM Technical Symposium.



SCUSA 68: Democracy & Democratization – Challenges and Opportunities



Cadet capstone project provides a method for the Army to assess small unit energy requirements


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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

# SHARP Update

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

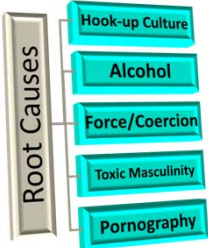
**USMA SHARP Update**

## Incident Reporting Trends


Annual Year	Unrestricted	Restricted	Conversion	Substantiated
14-15	18	1	3	10
15-16	19	7	1	7
16-17	6	15	3	

AY 14-15 & 15-16  
Substantiation rate ~50%

- 1 case in past 3 years has been retained by Civilian Law Enforcement
- Reporting trends - static past 3 years
- Why restricted reports or not reporting at all?
  - Fear of retaliation/reprisal
  - Handled it alone (usually by avoidance)
  - Didn't want to ruin career of alleged offender



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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

**USMA SHARP Update**

## Strategic Implications

- ART 120 - broad behavior spectrum with strict sanctions
  - Behaviors covered by ART 120
    - Range from touching and groping to attempted, completed penetration
  - May contribute to victim hesitancy to report or pursue investigation in cases where behavior is non-penetrative
- Athletic Team & Club Team surveys revised this year
  - How do Cadets perceive the impact of SHARP Program
- SAGR results due out in December
  - All MSAs show an increase in Unwanted Sexual Contact (USC) as compared to the 2014 results
  - USMA is lower in USC than other MSAs
- USMA evaluating current strategy
  - Ensure we are having the impact necessary to effect change

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

**SHARP Summit**  
**29-30 Sept 2016**



**Purpose:** Generate a community experience that will foster honest and reflective exploration of the human dynamics of love, relationships and intimacy.

**Favorite Session:**

1. Hook-up Culture – Dr. Alexandra Solomon
2. Masculinity – Dr. Michael Kimmel

**Topic Suggestions for Next Year**

- Consent & Alcohol
- Building Upstanders; Tips for intervening in “bad” situations
- Abstinence
- Healthy Femininity, Body Image
- LGBTQ Relationships
- Toxic Relationships
- Healthy Dating (“Cadating,” Dual Military)

“Most SHARP briefings we attend are boring and not engaging, however the summit was quite the opposite. Extremely relatable and engaging...”

**28-30 September 2016** **4th Annual**

**28 Sept**  
Open Mic-Poetry Slam

**29 Sept Topics**

- 🔥 Hook-up Culture
- 🔥 XXX - Pornography
- 🔥 - Rape Myths

**30 Sept Topics**

- 🍌 Healthy Masculinity
- 🍌 Healthy Sexuality
- 🍌 - Media & Relationships

“Unlocking the mystery of relationships”

Registration:  
Faculty/Staff/USMA Community Contact:  
LTC Kimball ext 5421 or [mindy.kimball@usma.edu](mailto:mindy.kimball@usma.edu)  
Cadets: Sign-up NLT 20 Sept 2016  
Contact company CASHA Rep for sign-up link

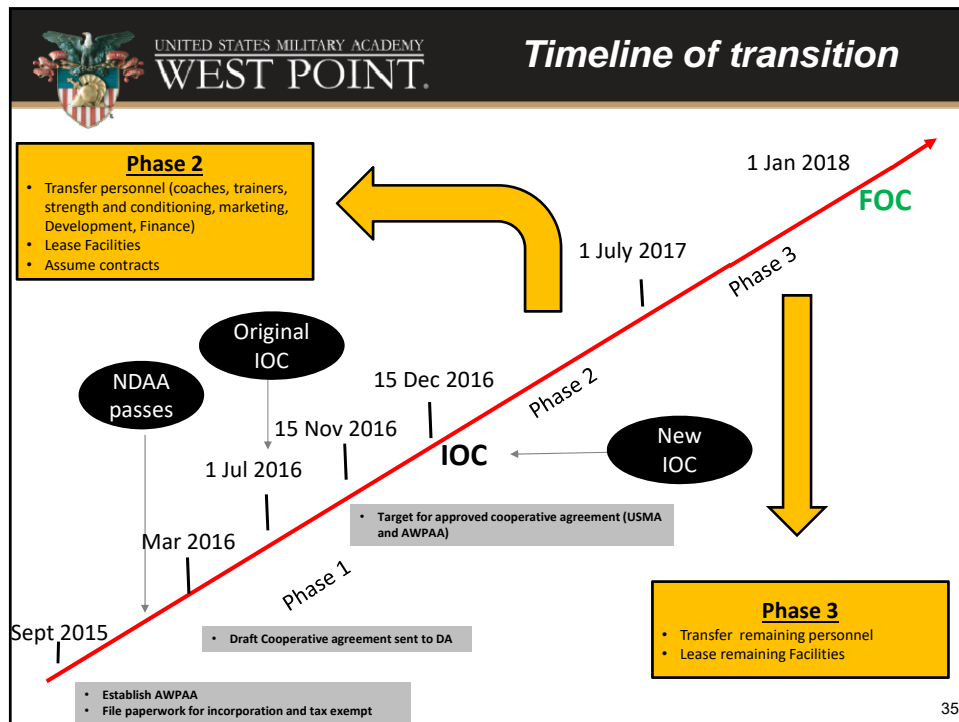
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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## ***Athletic Department Update***

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**UNITED STATES MILITARY ACADEMY  
WEST POINT.**

### AWPAA Outstanding issues

- DODEA proposes to charge AWPAA tuition of \$22,000 per student to attend the West Point Middle and Elementary Schools
- 27 students are currently enrolled---the bill will be approximately \$594,000 per school year.
- The Highland Falls-Ft. Montgomery School District charges \$13,000 per student for tuition for out of district students to attend its schools.



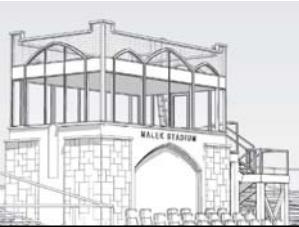
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## ODIA Facilities Update

Project	Estimated Cost	Status
Foley, Enners, Nathe Lacrosse Center	\$15M	Estimated completion December 2016.
Malek Soccer Stadium	\$2.6M	Estimated completion February 2017.
Goldstein Field	\$3.1M	Estimated completion Summer 2017.
Building 673 (AKA Arvin Annex)	\$4M raised to date	In design. Cost will be estimated at 35% design to inform fundraising. Estimated 2 year process.
Michie Stadium East Stands	Estimated \$40M	Currently under contract for feasibility and market survey.



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**


## Academic Progress Rate (APR)

- Reflects retention and eligibility of recruited, varsity athletes on a term-by-term basis.
- Penalty threshold = 930
- Football, Rifle, and Wrestling publicly recognized for scoring in the top 10% nationwide.

	Army	Navy	Air Force	Div I
Baseball	991	987	986	970
Football	989	982	987	964
Golf	992	996	989	983
Gymnastics	990	996	993	986
Hockey	993	N/A	995	987
Lacrosse	992	997	996	977
M. Basketball	990	973	972	964
M. Cross Country	994	1000	986	977
M. Soccer	975	995	983	974
M. Swimming	996	990	963	980
M. Tennis	992	1000	994	979

	Army	Navy	Air Force	Div I
M. Track	988	999	992	969
Rifle	1000	993	962	981
Softball	992	N/A	N/A	981
Volleyball	989	996	969	984
W. Basketball	981	995	965	978
W. Cross Country	991	989	971	986
W. Soccer	988	1000	978	984
W. Swimming	987	995	991	990
W. Tennis	992	987	1000	985
W. Track	994	992	973	981
Wrestling	990	989	974	970

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## NCAA Statistics

- 2014/2015 Graduation Success Rate (GSR) = 90
  - Reflects recruited, varsity athletes entering USMA 2006 - 2009 who graduated within six years, not including exemptions.
  - Last released Division I rate = 83.
  - 2014/2015 stats for all institutions will be released to the public on 15 November.
- NCAA Violations:
  - 16 self-reported violations since November 2015.
  - All Level III, i.e. "routine" in nature.

INSTITUTIONAL COMPARISON - NCAA GSR				
Cohort	Army NCAA GSR	Navy NCAA GSR	Air Force NCAA GSR	Division I
2001-02	92	98	92	78
2002-03	92	98	90	79
2003-04	90	96	90	79
2004-05	90	96	90	80
2005-06	90	93	89	80
2006-07	90	90	90	81
2007-08	90	89	90	82
2008-09	89	90	88	83

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## USMA Infrastructure Update

What is required to maintain preeminence in 10, 20, 30 years?

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Current Engineering Facilities


1




2




3




4



5



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1. Cramped/Inadequate/Uninspiring Project Spaces
2. No Hi-bay space forces outdoor operation in winter
3. No indoor testing due to improper ventilation
4. Leaking roof in Cyber education spaces
5. Cadets working against exposed bedrock
6. Inadequate ventilation in computer equipment spaces

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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Losing Competitive Advantage



**Marquette University's Engineering Hall**



**Princeton Interior of Icahn Laboratory**



**MIT Lincoln Laboratory Project Based Learning Facility**



**University of Colorado Integrated Teaching/Learning Lab**

**Technology and Engineering have leapt forward since 1969, so has Engineering Education!**

- Project-Based Learning
- The Army Cyber Branch
- STEM Emphasis
- Multi-Disciplinary Collaboration
- Recruiting the Best and Brightest



**Dartmouth Thayer School of Engineering Open-Format Design Lab**

- USMA is steadily losing competitive advantage with Peer and Aspirant Academic Institutions
- We need better academic facilities to recruit the Nation's best and brightest STEM Talent (cadets and faculty)

4






UNITED STATES MILITARY ACADEMY  
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**Multi-Purpose Academic Center for  
Innovation, Engineering and Cyber  
Education**



- Cost: \$89M
- 130,000 Sq ft
- Open, Collaborative Spaces
- Will enable full integration of Science, Technology, Engineering, Mathematics and Cyber




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UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

**Academic Building Upgrade  
Program (ABUP)**

ABUP Facilities				
Building Name	ISR	Year Built	Last Revite	Revite Cost
B607 Lincoln Hall	4	1910	1989	\$52M
B606 Admiss/Cadet Health	3	1922	None	\$69M
B601 Thayer Hall	4	1855	1958	\$208M
B745A&B Wash/Cadet Mess	4	1967	None	\$249M
B752 Mahan Hall	4	1973	None	\$87M
B600 Taylor Hall	3	1909	None	\$46M
B727 Arvin Cadet Gym	3	1910	2002	NA
B758 Jefferson Library	3	2008	NA	NA
B757 Science Center	3	1914	2009	NA
B950 USMA Prep School	3	2005	NA	NA
				<b>\$711M</b>

West Point does not receive any additional funding for Historic properties (+500 facilities) nor Monumental (+30 facilities)

What is required to maintain preeminence in 10, 20, and 30 years?

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## Upcoming Events

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**WEST POINT.**

### Upcoming Events at USMA

Admissions Educator Visit	29 Nov-01 Dec	Davis Barracks Dedication Ceremony	21 Mar
West Point Band Holiday Shows	3-4 Dec	15 <sup>th</sup> WP Diversity Leadership Conference	21-23 Mar
Army vs Navy (Football)	10 Dec	Admissions Minority Visit	23-25 Mar
Final Exams	12-17 Dec	Band Bicentennial concert (NYC)	25 Mar
December Graduation	16 Dec	Foreign Academy Exchange Program Host	25 Mar-2 Apr
Band Broadcast Performance (Albany)	17 Dec	Civ-Mil Conference	31 Mar
Winter Break	18 Dec-3 Jan	McDonald Cadet Leadership Conference	29 Mar-2 Apr
Reorganization Week	4-8 Jan	Sandhurst	8 Apr
2 <sup>nd</sup> Semester Begins	9 Jan	Cyber Defense Exercise	10-14 Apr
500 <sup>th</sup> Night Weekend	13-15 Jan	DAD Congressional Visit	19-21 Apr
Inaugural Parade (DC)	20 Jan	Mission Command Conference	20 Apr
RMC Weekend (WP)	20-22 Jan	NCAA Men's Gymnastics Championships	20-22 Apr
National Conference on Ethics in America	24-26 Jan	Inter-Service Academy Parachute Competition	21-23 Apr
Yearling Winter Weekend	3-5 Feb	38 <sup>th</sup> Annual WP National Orienteering Meet	22-23 Apr
Post Night	8 Feb	National Scout Meet	22-23 Apr
100 <sup>th</sup> Weekend	16-19 Feb	Senior Conference 53	23-25 Apr
Admissions Minority Visit	16-18 Feb	Boy Scout Camporee	28-30 Apr
West Point Model UN Invitational	25-26 Feb	Retiree Appreciation Day	29 Apr
CORPS Founders Day Dinne	2 Mar		
Kermit Roosevelt Lecture '17	6-7 Mar		
Plebe Parents Weekend	10-12 Mar		
Foreign Academy Exchange Program Visi	10-19 Mar		
Spring Break	11-19 Mar		
Chilean International Patrol Competition	13-15 Mar		


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# *Closing Comments*

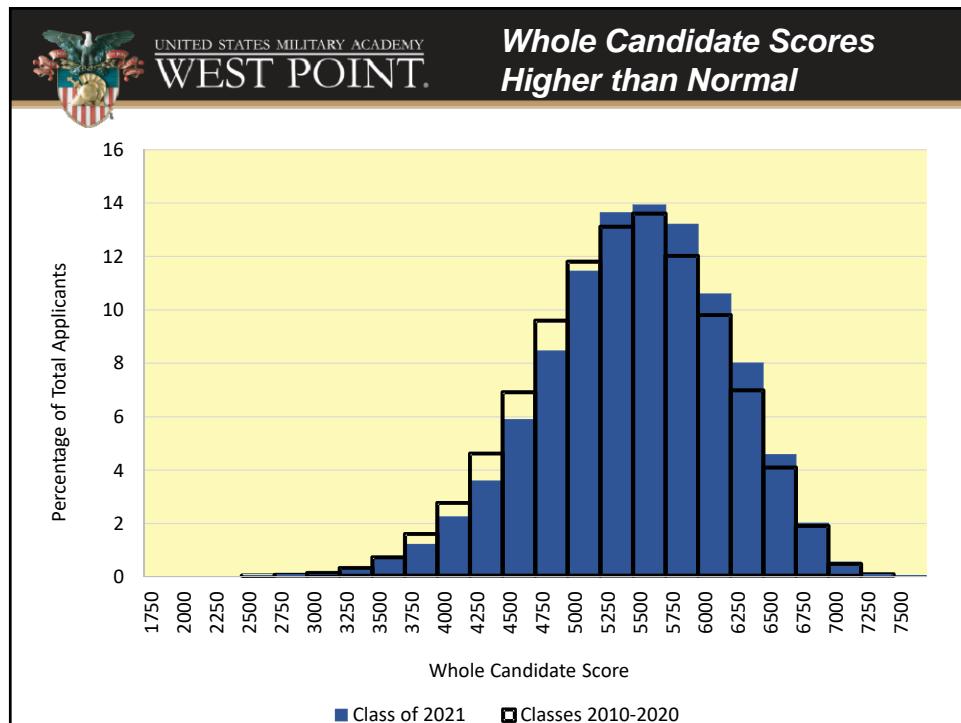
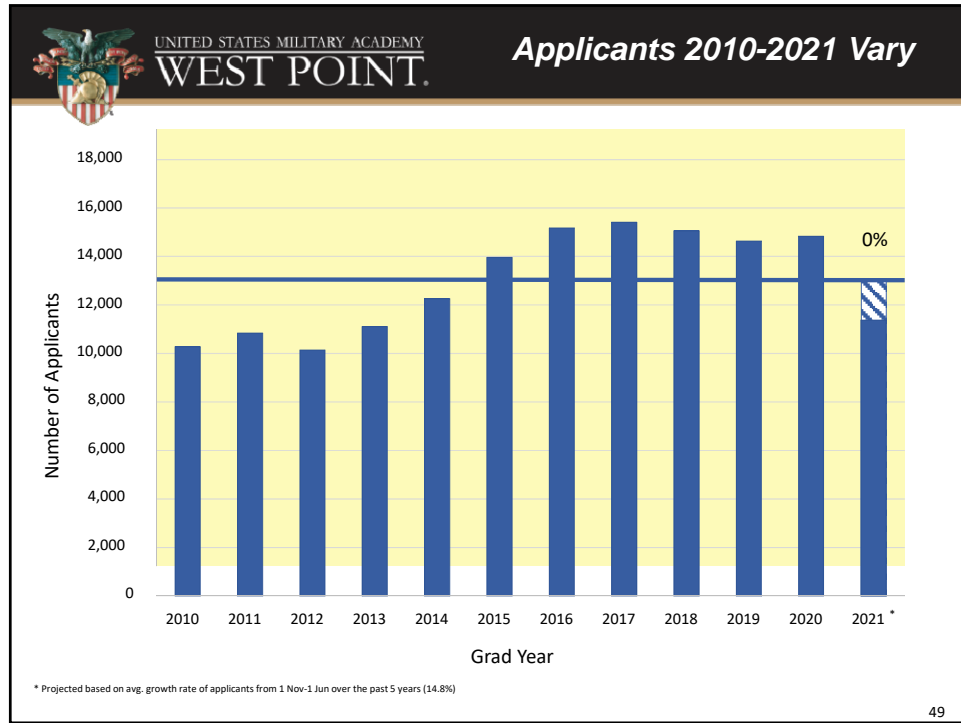
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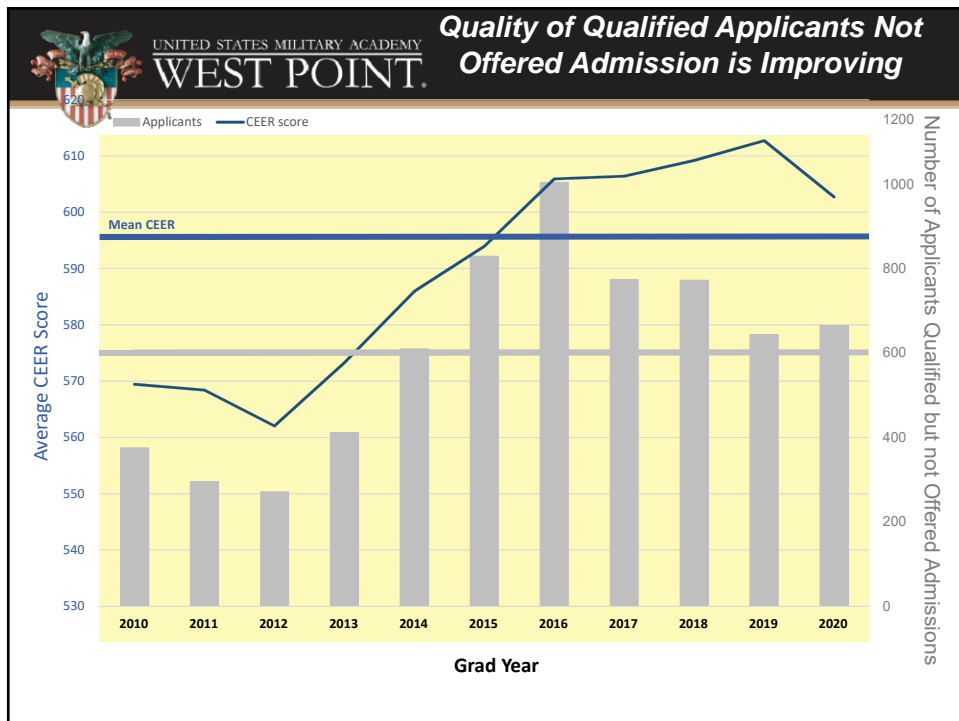
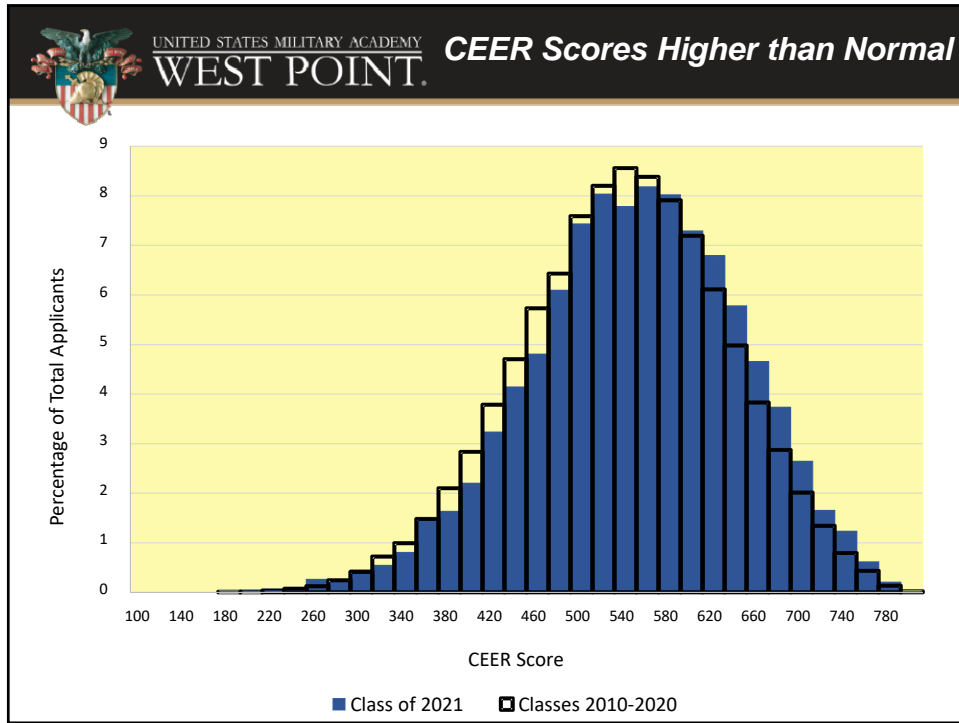


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# *Backup*

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UNITED STATES MILITARY ACADEMY  
WEST POINT.

SHARP BACK-UP

as of: 25 Nov 2016

CADET CASES												
Reports				Alleged Victim					Alleged Assailant			
	Reports	Cadet on Cadet	Other on cadet	Cadet on other	Cadet Class 4,3,2,1	Other (Soldier, Civ)	UNK	W	M	Cadet Class 4,3,2,1	Officer/ Soldier	UNK/CIV
AY 13-14	11	6	4	1	4,2,2,2	1	0	9	2	3,3,0,1	1	3
AY 14-15	18	11	3 <sup>(1)</sup>	4 <sup>(2)</sup>	4,2,3,4	1	4	17	1	3,3,4,2	3	3
AY 15-16	19	4	12 <sup>(3)</sup>	3	4,4,4,4	3	0	15	4	2,2,0,3	7 <sup>(4)</sup>	5
AY16-17	6 <sup>(+3)</sup>	5	1		0,4,1,1			6		0,3,2,0		1
<sup>(1)</sup> One case occurred before victim was a CDT					<sup>(4)</sup> One assailant-two victims					<b>*substantiation rate ~50%</b> <b>*1 case in 3 yrs retained by CLE</b> <b>*Reporting trends similar each yr</b>		
<sup>(2)</sup> 3 cadets/assailants unable to be ID'd by military police reports came from other colleges					<sup>(3)</sup> R-UR conversion							
<sup>(3)</sup> 2 incidents occurred prior to service - assailants unknown												
Case Disposition Status												
AY 2014-15				AY 2015-16				AY 2016-17				
Substantiated with Action 10				Substantiated with Action 7				Substantiated with Action				
Ongoing Investigation				Ongoing Investigation 1				Ongoing Investigation 6				
Not Substantiated 8				Victim declined to participate in Investigation 7				Victim declined to participate in Investigation				
(Includes 4 with Unk victims)				Not Substantiated 4				Not Substantiated				
				Civilian investigation 1				Civilian investigation				
NON-CADET CASES									Restricted Reports			
Year	Reports	Alleged Victim Status	W	M	Alleged Assailant Status	W	M		Year	Restricted Report	Restricted to Unrestricted	
AY14-15	1	CC	1		CC		1		14-15	1	3	
AY15-16	1	DAC	1		Officer		1		15-16 (USCC)	7	1	
	1	Civ	1		Enlisted		1		15-16 (USMAPS)	1		
AY16-17									16-17 (USCC)	15	3	

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<div>  <div> UNITED STATES MILITARY ACADEMY  <b>WEST POINT.</b> </div> <div> <b>New Landmark Building at USAFA</b> </div> </div>	
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From: Civil Engineering Magazine, October 2016	



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**


## CYBER CENTER AT NAVY




**Federal spending bill funds new cyber center at Naval Academy**

Folded into the \$1.1 trillion spending bill signed Tuesday by President Barack Obama was money to fund construction of a five-story center for cyber security studies at the U.S. Naval Academy.


The full amount, \$120 million, appeared in jeopardy in April after the U.S. House of Representatives passed a bill designating \$100 million for construction. U.S. Sen. Barbara Mikulski, D-Md., worked to move the full \$120 million through the U.S. Senate



UNITED STATES MILITARY ACADEMY  
**WEST POINT.**

## Aging Summer Training Facilities Camp Buckner

- Currently, 1M is allocated/spent on Camp Buckner facility upkeep, winterization and de-winterization.
- The Camp Buckner's Okinawa Mess facility entering it's third year without appropriate utilization.
  - Supporting Task Force cannot cook in facility
  - Cadets cannot eat in facility.
  - All meals are prepared remotely and transported in.



What is required to maintain preeminence in 10, 20, 30 years?

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## USMA BOARD OF VISITORS 2016 ATTENDANCE REPORT

<b>BoV Member</b>	<b>Organizational 2016</b>	<b>Summer 2016</b>	<b>Annual 2016</b>
Fulton, Brenda S.	Present	Present	Present
Womack, REP Steve	Present	Present	Present
Burr, SEN Richard	Absent	Absent	Present
Murphy, SEN Chris	Absent	Absent	Present
Gillibrand, SEN Kirsten	Absent	Absent	Present
Ernst, SEN Joni	Absent	Absent	Present
Sanchez, REP Loretta	Present	Absent	Present
Conaway, REP Mike	Absent	Absent	Present
Maloney, REP Sean P.	*N/A	Present	Present
Pompeo, REP Mike	Present	Present	Absent
Israel, REP Steve	Absent	*N/A	*N/A
McNally, Elizabeth	Present	Present	Present
Archuleta, Bob	Present	Present	Present
Epstein, Mr. Ethan	Absent	Present	Present
McGowan, Gerald	Present	Present	Present

\*NOTE: Rep Israel resigned from the Board and was replaced by Rep Sean Patrick Maloney.

<b>BoV Attendance in 2016</b>
<b>Attended all meetings held:</b>
Congressman Steve Womack
Ms. Sue Fulton
Mr. Bob Archuleta
Ms. Elizabeth McNally
<b>Missed 1 Meeting:</b>
Congresswoman Loretta Sanchez
Congressman Steve Israel
Congressman Mike Pompeo
Congressman Sean Patrick Maloney
HON Gerald McGowan
Mr. Ethan Epstein
<b>Missed 2 Meetings:</b>
Senator Richard Burr
Senator Chris Murphy
Senator Kirsten Gillibrand
Senator Joni Ernst
Congressman Mike Conaway
<b>Missed All Meetings:</b>
None



## **MATERIALS FURNISHED TO THE 2016 BOARD OF VISITORS**

### **ORGANIZATIONAL MEETING**

#### **Materials:**

- Agenda
- Briefing Slides
- Federal Advisory Committee Act (FACA) Final Rule
- Draft –Updated Rules of the USMA Board of Visitors
- Draft – USMA Board of Visitors Charter (2016-2018)

### **SUMMER MEETING**

#### **Materials:**

- Agenda
- Meeting Slides
- Draft USMA Board of Visitors Charter
- Rules of the USMA Board of Visitors
- Minutes from the April 2016 Meeting

### **ANNUAL MEETING**

#### **Materials:**

- Agenda
- Meeting Slides
- Renewed Charter, dated November 16, 2016
- Minutes from the July 2016 Meeting
- Draft Media Engagement Policy for Board Members

**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, 2016**

#### **Morale and Discipline**

- Character Development Strategy (April 2016)
- Sexual Harassment/Assault Response Prevention (November 2016)
- Character Development Update (April 2016)

#### **Physical Equipment**

- Cadet Barracks Update Program (CBUP) (April, July, November 2016)
- Davis Barracks Move In Timeline (November 2016)
- Memorialization Update (November 2016)

#### **Academics and Instruction**

- Curriculum Revision (April 2016)
- Offsite Assessment/Strategic Action Plan (April, July 2016)
- Cadet Summer Training Highlights (July 2016)
- Women's Boxing (July 2016)
- Intellectual Capital and Outreach to the Army (April, November 2016)
- Integrated Boxing (November 2016)
- Military Program Review (April 2016)
- Benavidez Leadership Program (April 2016)

#### **Fiscal Affairs**

- Army West Point Athletics Restructuring (April, July, November 2016)
- Budget Update (April 2016)

#### **Other Matters**

- Admissions Update (April 2016)
- Class of 2016 Branching Update (April 2016)
- Athena's Arena (April 2016)
- DoD Warrior Games (April 2016)
- Class of 2020 Admissions Update (April 2016)
- Class of 2021 Admissions Update (November 2016)
- Key Events/Upcoming Events (April, July, November 2016)

## 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 statutory 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: Pursuant to 10 U.S.C. § 4355(e), the Board provides independent advice and recommendations to the President of the United States on morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and any other matters relating to the Academy that the Board decides to consider.

Pursuant to 10 U.S.C. § 4355(d) and (f), 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.

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 and 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, will provide the necessary support for the Board and will ensure 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 \$49,000.00. The estimated annual personnel cost to the DoD is 0.25 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 officer or employee designated in accordance with governing DoD policies and procedures.

The Board's DFO is required to be in attendance at all Board and subcommittee meetings for the entire duration of each and every meeting. However, in the absence of the Board's DFO,

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United States Military Academy Board of Visitors

a properly approved Alternate DFO, duly designated to the Board according to DoD policies and procedures, will attend the entire duration of all the Board or subcommittee meetings.

The DFO, or Alternate DFO, will call all of the Board and its subcommittees meetings; 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 will 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 Board is on a continuing basis; however, it is subject to renewal every two years.
11. Termination: The Board will terminate upon rescission of 10 U.S.C. § 4355.
12. Membership and Designation: The Board, pursuant to 10 U.S.C. § 4355(a), shall be constituted annually and composed of 15 members. The Board membership shall include:
  - a. The Chair of the Committee on Armed Services of the Senate, 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 Committee on Appropriations of the Senate;
  - c. The Chair of the Committee on Armed Services of the House of Representatives, 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 Committee on Appropriations of the House of Representatives; and
  - e. Six persons designated by the President.

Pursuant to 10 U.S.C. § 4355(b) and (c), 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.

Members of the Board who are not full-time or permanent part-time Federal officers or employees will be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as special government employee (SGE) members. Board members who are full-time or

Charter  
United States Military Academy Board of Visitors

permanent part-time Federal officers or employees will be appointed pursuant to 41 C.F.R. § 101-3.130(a) to serve as regular government employee (RGE) members.

The Board members will select the Board's Chair from the total membership.

Each Board member is appointed to provide advice on the basis of his or her best judgment on behalf of the Government without representing any particular point of view and in a manner that is free from conflict of interest. Except for reimbursement of official Board-related travel and per diem, Board members 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, with the exception of reimbursement for official Board-related travel and per diem, serve without compensation.

13. Subcommittees: The DoD, as 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 DoD Sponsor.

Such subcommittees will not work independently of the Board and will report all their recommendations and advice solely to the Board for full deliberation and discussion. Subcommittees, task forces, or working groups have no authority to make decisions and recommendations, orally or in writing, on behalf of the Board. No subcommittee or any of its members can provide updates or reports, orally or in writing, directly to the DoD or any Federal officers or employees. If a majority of Board members are appointed to a particular subcommittee, then that subcommittee may be required to operate pursuant to the same notice and openness requirements of the FACA which govern the Board's operations.

Individuals considered for appointment to any subcommittee of the Board may come from the Board itself or from new nominees, as recommended by the Secretary of the Army and based upon the subject matters under consideration. Pursuant to Secretary of Defense policy, the Secretary of the Army is authorized to administratively certify the appointment of subcommittee members if the Secretary of Defense or the Deputy Secretary of Defense has previously authorized the individual's appointment to another DoD advisory committee. If this prior authorization has not occurred, then the individual's subcommittee appointment must first be authorized by the Secretary of Defense or the Deputy Secretary of Defense and subsequently administratively certified by the Secretary of the Army.

Subcommittee members will be appointed for a term of service of one-to-four years, subject to annual renewals, according to DoD policies and procedures; however, no member will serve more than two consecutive terms of service on the subcommittee. Subcommittee members, if not full-time or permanent part-time Federal officers or employees, will 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 be appointed pursuant to 41 C.F.R. § 101-3.130(a) to serve as RGE members.

Charter  
United States Military Academy Board of Visitors

The Secretary of Defense authorizes the Secretary of the Army to appoint the leadership of any subcommittee from among the subcommittee membership previously appointed in accordance with DoD policies and procedures and, in doing so, will determine the term of service for the subcommittee's leadership, which will not exceed the member's approved term of service.

Each subcommittee member is appointed to provide advice on the basis of his or her best judgment on behalf of the Government without representing any particular point of view and in a manner that is free from conflict of interest.

With the exception of reimbursement for travel and per diem as it pertains to official travel related to the Board or its subcommittees, subcommittee members will 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 will be managed in accordance with General Record Schedule 6.2, Federal Advisory Committee Records, or other approved agency records disposition schedule, and the appropriate 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, 2016