

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

Certified by:



CONGRESSMAN JOHN SHIMKUS  
Chairman  
USMA Board of Visitors



DEADRA GHOSTLAW  
Designated Federal Officer,  
USMA Board of Visitors

Appendix:  
Attendance Roster



## ATTENDANCE ROSTER

### **Congressional Members:**

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

### **Presidential Appointees:**

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

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

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

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

### **Other attendees:**

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

### **USMA command and staff members in attendance:**

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

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

**Legislative Assistants:**

Mr. Jim Goldenstein, Legislative Assistant to CONG Shimkus

Ms. Moran Banai, Legislative Assistant to SEN Gillibrand

Mr. Ken Farrel, Security Detail to SEN Gillibrand

Ms. Jessica Schwartz, Legislative Assistant to CONG Israel

CPT John Weibeld, Legislative Assistant to SEN Burr

**Members of the Public:**

Ms. Claire Stapleton

Ms. Leslee Kunst

Ms. Patty Baldwin

Ms. Kelly McGuire

Mr. Michael Randall