

MINUTES
BOARD OF VISITORS ANNUAL MEETING
March 9, 2017
Washington, DC

1. DESIGNATED FEDERAL OFFICER'S REMARKS. Colonel (COL) James Barren 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. Ms. Fulton welcomed everyone and thanked them for attending the meeting. She reminded the Members that the USMA Board of Visitors is not in USMA's Chain of Command, but rather works in an advisory role.

3. SUPERINTENDENT'S REMARKS. The Superintendent welcomed the Members for making the time to attend the meeting and introduced the three new Presidential Appointees, COL(Ret) Frederick H. Black, Sr.; Ms. Bridget Altenburg; and Ms. Jane Holl Lute, as well as the Senior Official Performing the Duties of Undersecretary of the Army (SOPDUSA), Mr. Karl Schneider. He then recognized Mr. Clay Penczak, Special Events Coordinator for the Library of Congress; Mr. Charles "Bo" Thompson and Mr. Scott Blair, from the USMA Audio/Visual Branch for their outstanding support making the meeting a successful event. LTG Caslen stressed the importance of attending the meetings, whether in Washington, DC or at West Point, NY. He touched on some of the agenda items that would be discussed:

- a. The reorganized Strategic Plan titled, "the Commitment to Character and Excellence"
- b. The Army West Point Athletic Association's cooperative agreement with the Army to manage USMA's intercollegiate athletics program similar to other NCAA Division 1 institutions
- c. Some distinguished visitors since November 30, 2016, which included Vice President Mike Pence, who spoke at the annual Henry O. Flipper Dinner
- d. Announced the 2017 recipient of the Thayer Award: President George W. Bush, 43rd President of the United States

4. MR. KARL SCHNEIDER'S REMARKS. Mr. Schneider thanked everyone for attending the meeting, noting that it had been about eight years since he had last attended a Board of Visitors meeting as the representative to the Secretary of the Army. He noted the extraordinary growth he has seen in the Academy during that time. The Acting Secretary of the Army, Mr. Robert Speer, set three priorities as the Acting Secretary:

- a. Readiness. Ensuring the ability of the Army to fight and defend the nation
- b. People. Taking care of Soldiers, Army civilians, and their Families
- c. Resources. Making sure the Army has the resources necessary to support its mission and to show the American people the Army is a good steward of those resources

5. ADMINISTRATIVE ANNOUNCEMENTS. COL Barren, USMA Chief of Staff, noted the last meeting of the Board of Visitors was held in Washington, DC, on 30 November 2016; a quorum

was present and the Board of Visitors received updates on the following significant events since the last Board of Visitors meeting: 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, and the minutes from the November 2016 meeting. Included with the agenda, were the following handouts: FACA Final Rule; Draft Updated Rules of the USMA Board of Visitors; USMA Board of Visitors Charter, effective through November 2018; minutes from the November 30, 2016 meeting; USMA Strategic Plan 2017-2022; and a list, in alphabetical order, of the USMA Board of Visitors Members from 1815-1922.

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. The following Board Business was discussed and voted on:

a. Elections of the 2017 Chair and Vice Chair.

(1) Congressman Steve Womack was nominated for Chair and seconded, and in a unanimous vote, elected Chair of the 2017 USMA Board of Visitors.

(2) Ms. Sue Fulton was nominated for Vice Chair and seconded, and in a unanimous vote, elected Vice Chair of the 2017 USMA Board of Visitors.

b. Approval of the Rules of the USMA Board of Visitors. There was a motion to approve the Rules of the Board of Visitors, which was seconded. The Rules of the USMA Board of Visitors for 2017 was approved unanimously

c. Presidential Appointees to the USMA Board of Visitors were sworn in

d. The meeting minutes from the November 30, 2016 meeting were unanimously approved.

e. The Board was updated on the status of the 2016 Annual Report and members present were asked to sign a signature page for the Designated Federal Officer in order to expedite the report once the draft was complete

f. The date of the Summer USMA Board of Visitors meeting was set for Monday, July 10, 2017, with activities on Saturday and Sunday, July 8-9, 2017

8. OTHER BOARD BUSINESS.

None.

a. USMA UPDATES.

LTG Caslen started his remarks by thanking everyone again for attending and welcoming new members, Ms. Jane Holl Lute, Ms. Bridget Altenburg, and COL (Ret) Fredrick H. Black, Sr. and thanking other members for being in attendance. He discussed key events that occurred between the last Board meeting and today, most notably the Army West Point football team's win over Navy in December; the first time in 15 years Army West Point has defeated Navy in the

“Army/Navy Classic.” USMA Cadets marched in the Inauguration Parade and Vice President Mike Pence was the guest speaker at the Henry O. Flipper Dinner. A list of the key events is at attachment B. The Superintendent continued with USMA’s Vision and Mission Statements and his priorities, which as he mentioned, had not changed. His priorities were as follows:

1. Prepare leaders to fight and win our Nation’s wars
2. Create a climate in which all individuals are valued and contributing members treated with respect
3. Win honorably in accordance with our values
4. Create diversity as the Army represents all of America
5. Ensure the protection of our Cadets, Staff and Faculty and Families on the installation
6. Continue developing a relationship with New York City
7. Beat Navy! Again.

The next topic of discussion was the Strategic Plan. A copy of the draft Strategic Plan was provided to each member for their review. COL Holly West explained the new Strategic Plan, is called “Commitment to Character and Excellence.” The new strategic plan helps focus efforts at West Point and provides clarity on how activities and programs contribute to West Point achieving its goals. The new strategic plan is reorganized into two strategic imperatives:

(1) Develop accomplished leaders of character. USMA’s mission is to develop leaders of character, which is done through four developmental programs:

(a) Academic. Educate and inspire leaders of character who think critically, internalize their professional identity, and employ their education to help build the Army and the nation’s future.

(b) Military. Develop the foundational military competencies necessary to win in a complex world.

(c) Physical. Develop warrior leaders of character who are physically fit and mentally tough.

(d) Character. Develop Cadets’ personal identity as an Army professional and committed to the ideals of “Duty, Honor, Country” and the Army Ethic.

(2) Foster relevance and preeminence. This imperative helps make the USMA a tier-one institution, with five goals. The five goals are:

(a) Build and Sustain Diverse and Effective Teams

(b) Promote Staff and Faculty Excellence

(c) Develop and Provide Intellectual Capital

- (d) Practice Effective Stewardship
- (e) Instill and Foster a Culture of Excellence and Winning

The Governing Boards at West Point for Imperative Two of the Strategic Plan are:

- (a) The Academic Board
- (b) The Policy Board

The new Strategic Plan allows for continuous improvement. For Imperative One, USMA is constantly assessing how well the Cadets are doing in reaching the outcomes; a variety of qualitative and quantitative techniques are used to determine at the end of each year how well Cadets are doing. For Imperative Two, USMA looks at other colleges across the country and use a variety of metrics to compare USMA to those institutions annually. Additionally, a number of qualitative assessments from across the Academy are used to make up our overall assessment. LTG Caslen mentioned that Ms. Liz McNally, a Board member who was not at the meeting, assisted USMA in developing this new Strategic Plan.

b. Commandant of Cadets: Brigadier General (BG) Diana Holland provided an update on the military program at USMA. The military programs have expanded over the past couple of years. There are currently 12 training events that occur at West Point, 10 Leader Details, and 10 Military Individual Advanced Development (MIADs) in the US and Abroad. During summer training, Cadets can attend various military skills schools such as, Air Assault School, Airborne School, and a number of others. It was noted that Air Assault School is now conducted at West Point and in the summer of 2016, more than 700 Cadets passed Air Assault School. More than 1,000 Cadets per year participate in Cadet Troop Leader Training (CTLT) at 16 locations. The program is typically Junior or Senior Cadets who go to the Army for two to three weeks and shadow platoon leaders or actually perform the duties of a platoon leader, it is an opportunity to get to know NCOs and Soldiers and how a company or platoon run. BG Holland discussed summer training for each of the four years a Cadet is at West Point:

- (1) First Summer is spent transitioning from civilian life to military life
- (2) Second Summer is a Cadet's first opportunity to attend military skills schools, usually Air Assault School or Airborne School
- (3) The Third Summer is a Cadet's first opportunity for Leader Detail for Cadet Basic Training or Cadet Field Training, among others
- (4) The Fourth and Final Summer, at a minimum a Cadet engages in, Cadet Leader Development Training (CTLT), which is a relatively new two-to-three week requirement, where Cadets exercise small unit leadership

BG Holland then discussed military training during the academic year, which includes going to formations, inspections, drills and ceremonies. Nine of the 139 Cadet Clubs are specific to military skills. The Sandhurst competition runs each year in April and covers two days and includes a ruck march of about 30 miles, and the Cadets compete at 14 different military skill stations. Sandhurst includes approximately 62 teams, 36 are from West Point, the other Service Academies have one team, ROTC (Reserve Officer Training Command) has eight teams and there are a number of international teams. Last year, there were teams from Turkey, Chile,

Brazil, Germany and China. There are two intellectual components of the military program; one is the Major Defense and Strategic Studies major, in the Department of Military Instruction (DMI). With 176 Cadets who have chosen this major, it's the sixth most popular major at USMA. The Modern War Institute (MWI) is the newest center or institute established at USMA and is the research arm of DMI. MX400 is the capstone course in officership, which is designed to help Cadets transition from being a Cadet leader to being an officer in the Army.

The Physical Program includes four main courses; Military Movement (formerly called Gymnastics) Boxing, Survival Swimming, and Combatives, as well as two fitness courses focusing on personal fitness. Cadets have an opportunity to take courses that focus on lifetime physical activity; 26 options that include scuba, golf, and alpine skiing, to name a few. The Occupational Physical Assessment Test (OPAT) is a new requirement implemented in the past year. It is used for recruiting officers and enlisted Soldiers and is therefore a standards-based, gender neutral and age neutral assessment of physical fitness. Each branch has a standard and if a Cadet doesn't reach the standard for the branch he/she chooses, the Cadet will have to choose another branch. All of the Cadets in the Class of 2017 will take the OPAT. The intellectual component of the Physical Program is Kinesiology, a very competitive major, with 65 Cadets choosing Kinesiology as their major. All Cadets are now required to take Boxing, which was one event that wasn't consistent between men and women for the past 40 years. It has been optional for women in the past few years, now it is a requirement. USCC has gone through three rounds now and it's gone very well; the next generation of women will expect to do the same and will become integrated with boxing.

BG Holland highlighted some of the achievements from Second Lieutenants (2LT) who graduated in May of 2016. There was a 98 percent graduation rate in the first Class of 2016 2LTs who took the Infantry Basic Officer Leader Course (BOLC). There was a 91 percent graduation rate for the Armor BOLC, with two Honor Graduates. USMA sent 33 2LTs from the Class of 2016 to Ranger School, with a 60 percent graduation rate, which is much higher than the normal 45 to 50 percent graduation for other Ranger School classes. Appendix B includes a slide that highlights BOLC achievements.

An overview of the Cadet Character Development Program was briefed next. BG Holland showed the developmental process and the five facets of moral character, which are outlined in the Gold Book – the Character strategy and program. The five facets of this developmental process include, moral courage, honorable living, new identity (from Cadet to Officer) and inspiration. The Honor System develops moral courage. Cadets are taught about character development in a number of ways including the Gettysburg Staff Ride, which is conducted twice a year and includes the entire chain of command. The group works through a number of historical examples and discussions with leadership. The Cadets' mission and vision in the rest of their academic year leadership is developed during this staff ride.

Outreach, both in New York City and around the country was the next topic of discussion. The focus, however, is on New York City. Each of the 12 Cadet Battalions partner with a high school, cause, or organization in New York City and make two trips to New York City per semester to meet with teenagers to talk, in part, about ethical leadership, good citizenship and to inspire them to come to West Point.

BG Holland updated the Board members on the Branching and Post Assignment Process. In recent years, branching was based on an Order of Merit List (OML). Cadets would submit Branch preference, and their standing in the OML indicated the Branch the Cadet would get. In the last five years, USCC has implemented Talent Management and Education. By the time

Cadets pick their Branches they are very well informed about what is expected of them in the Branch they pick. Improvement has been seen in diversity and talent distribution; seven percent of Infantry and Armor for the Class of 2017 are African-American, a two percent increase prior to Talent Based Branching. Hispanics are up to ten percent from six percent in previous years as well. The top ten Cadets represent six of the 17 Branches; in previous years only two or three Branches may have been represented by the top ten graduating Cadets. Currently, there are seven Infantry officers who are USMA female graduates; not all are from the Class of 2016. One is from the Class of 2014 and one from 2015. In April, a female Infantry Officer will take command of a company at Fort Bragg. Currently, there are five female West Point graduates who are Armor officers. This year, the Class of 2017 had 15 Cyber Branch slots as well.

c. Dean of the Academic Board: BG Cindy Jebb, Dean of the Academic Board, provided an update to the Board on the Academic Program. She shared the three-fold Mission of the Academic Program:

- (1) Educate, train and inspire Cadets to become leaders of character
- (2) Prepare the rotating military faculty to return to the operational force
- (3) Provide intellectual capital to the Army and the Nation

In a time of uncertainty and complexity, education should be at the forefront. BG Jebb gave a few examples such as the Ebola outbreak in Liberia a few years ago, who would have imagined having Army microbiologists, with flip calibrators? She noted a comment General Milley (Chief of Staff of the Army) made that the Army needs to be ready for a four-plus-one environment; for the first time ever, the Army operating concept in a complex world is designed for an unknown problem. In order to overcome this, we need to be able to think critically. Critical thinking is the charge of the Academic Program at USMA, then the ability to employ that education to help build the Army and the Nation. When BG Jebb took over she formed a Transition Team, which declared to her with a strategic posture statement (Appendix B). She quoted General Schoomaker, who said, "If you're going to prepare for an uncertainty, it's education that matters." USMA has a broad liberal education, which is defined by the core curriculum, that is still very robust. Minors include interdisciplinary topics such as terrorism or geography. There are enrichment activities such as USMA's Semester Abroad program. USMA sends 10 percent of the class abroad to study in such locations as Latvia, where the Cadets studying there are learning Russian. About 1,000 Cadets do internships, 350 of them go overseas and about 700 do internships throughout the U.S. The Debate team is going to win the inaugural Commander-In-Chief trophy, which will be presented by Speaker of the House Paul Ryan on March 29, 2017. Additionally, there are several conferences Cadets attend and guest speakers the Cadets are exposed to, which provides a sense of the richness of USMA's academic program (see Appendix B).

BG Jebb discussed Projects Day on May 4, 2017 and invited the Members to attend if they are available. Cadets have the opportunity to share their culminating project as an undergraduate. The project is in the form of a thesis, in the form of Capstone projects. She then gave examples of Capstone projects that will be on display, as well as collaboration projects with other institutions, including the following:

- (1) An interdisciplinary Capstone team the Electrical Engineering and Computer Science department

(2) A drone project by the Department of Civil and Mechanical Engineering, which will be competing against the Air Force and the Navy academies

(3) A Capstone project, with the University of Virginia, on a simulation scenario in which the culture and language are in Chinese

(4) Research with MRIs, with Stanford University

(5) Research with the Veterans' Administration, looking at spinal cord issues

(6) BG Jebb is co-instructing "Winning the Peace Corps." They had a great field exercise in Jersey City, spending a few days with members of the Islamic, Pakistani, Hindu, Jewish, Gospel and Coptic Christian religious and community leaders while there.

The next topic was on "Second graduating class" or junior members of Staff and Faculty who come back to USMA after attending graduate school programs. During their assignment, these graduates have an opportunity to mentor and teach, then return to field units and serve with Cadets they taught; a tremendous resource for the Army. She next discussed the development of rotating military faculty and the importance of senior military and civilian faculty. Ms. Fulton recommended that Presidential Appointees to the Board register for each Academic Department's newsletter as a way to engage with the departments.

The final topic BG Jebb updated the Board on was intellectual capital. The Academic Departments provide collaborations with outside agencies, such as the Army Research Laboratories, the American Concrete Institute, various Engineering Societies, etc. The Academic Departments also attend or host various conferences including the following:

(1) Inaugural Workshop on Complex Battlespaces-The Law of Armed Conflict and the Dynamics of Modern Warfare

(2) McDonald Leadership Conference for Leaders of Character

(3) Senior Conference-The 70th Anniversary of the National Security Act: An Agenda for Policy Makers

(4) Mission Command Conference

The Dean's staff and faculty also includes many subject matter experts whose research has been cited in publications such as The New York Times, or invited as guest speakers to conferences such as the International Association of Chiefs of Police. The advantage the US Military Academy has is that we can look over the horizon, while the operational Army can't; the kind of resource USMA can contribute to the Army.

LTG Caslen noted that some of the greatest contributions of ground forces over the last 15 years at war is the ability to work with indigenous forces to understand the complexity of the battlefield and build the interpersonal skills to help develop these relationships.

d. Admissions Update: COL McDonald provided an overview of the class of 2021, which included the number of applications received by demographic. To date, 815 offers have been made, with 507 acceptances. COL McDonald expects the class size to be around 1,220. COL McDonald anticipates that women will comprise about 24 percent of the class and African

Americans will comprise about 15 percent with other demographics remain largely the same. Congressman Womack asked how these numbers compare to previous cycles at the same time. COL McDonald stated the number of acceptances are down this year as applicants are waiting longer before they accept offers. Applicants are being given until May 1 to accept or decline their offer; in past cycles, applicants were only given six weeks. The National Association of College Admissions Counselors requested the date be moved back to May 1 this year, which is the college acceptance deadline. Congressman Conaway asked if Women, African Americans and Hispanics are included in multiple categories, such as scholars, leaders, athletes, etc. COL McDonald stated they can be counted in multiple categories. HON Gerald McGowan asked if the applicants were broken down by religion. COL McDonald stated neither religious or sexual orientation are questions asked of the candidates, however on Reception Day (R-Day) new Cadets are asked their religious preference upon entry to West Point. COL McDonald also noted that USMA has its first Sikh candidate this year. HON McGowan asked how many Muslims were at West Point. The information was provided to HON McGowan after the meeting (Appendix C).

NOTE: At 2:20pm Congressman Womack announced the House would be holding votes soon, so the House of Representative members, himself, Congressman Conaway and Congressman Maloney needed to depart, but would return later. The Congressman had all returned by 3:00pm. During this time, Ms. Sue Fulton was acting chair and a quorum was still present.

COL McDonald continued to brief on the admissions cycle over the past six years. The information showed where class composition goals were met and where the challenges were. The class size will be 1,220 US citizens and 15 international Cadets, slightly smaller than previous classes. She then briefed where USMA stood in relation to the US Air Force and Naval Academies in the number of applications. The Naval Academy and USMA saw decreases in applications while the Air Force Academy saw an increase in applicants, likely due to an aggressive marketing campaign over the past two years. The largest decline of applications appears to be Caucasian males. African American males are trending at about 2.5 times the rate of Caucasian males. She also noted that USMA has its first African American Rhodes Scholar, Cadet Christian Nattiel, and Cadet Mark McGinnis, the Schwarzman Scholar, attended the USMA Prep School.

LTG Caslen noted that USMA has established three mentoring groups:

- (1) The Rocks
- (2) The West Point Association of Graduates (WPAOG) is forming the African American graduate community to mentor and develop relationships with the Cadet community
- (3) Culture Affairs Seminar, formed by African American upperclassmen who mentor the underclassmen who are having trouble in different courses.

e. USMA Preparatory School (USMAPS) Update: COL Christopher Budihas, Commandant of the USMA Preparatory School, updated the Board on USMAPS, including the history of USMAPS from its inception in May 1916 to present day.

USMAPS' mission is to "Build Diverse Leaders for the Corps." The purpose of USMAPS is to prepare selected candidates for the academic, physical, and military challenges of USMA. The Prep School, per Dept. of Defense Instruction (DoDI) 1322.22, are required to send at least 70

percent of cadet candidates to USMA on a yearly basis (at least 80-85 percent go on to attend USMA). Cadet Candidates are mostly high school graduates, however 20 percent are enlisted personnel from the Active Army Reserve or Guard. Prep School graduates typically comprise 15 to 20 percent of the Corps of Cadets, but hold on average, 20 to 25 percent of the senior leadership positions within the Corps. The methodology for developing leaders starts with a diverse group of Cadet Candidates. In July 2016, the class was initially composed of 242 cadet candidates. Of those, 42 were Soldiers, 39 Females and 58 percent are minority students. The Prep School starts training in the summer with a three-week basic training regime. The Academic year is comprised of four quarters and trains across four pillars: Academics, Physical Training (including sports), Military Training and most importantly, Character Development. Academic classes are 75 minutes long and cover English, Math, Science, and a Student Development Course.

COL Budihas concluded his brief to the Board by recognizing several Prepsters, including:

(1) First Lieutenant Brandon Whittington, USMA Class of 2013, former USMA First Captain

(2) Cadet Mark McGinnis, a USMAPS graduate of 2013, in the USMA Class of 2017, who was selected as a Schwarzman Scholar and will study in China next year

(3) Cadet Andrew King, a classmate of Cadet McGinnis, who served as the Army Football Team Captain this year. He is a nationally recognized football player for his performance on and off the field

(4) Cadet Candidate Melissa Czarnogursky, who is a former Sergeant and one of the first women to serve in Field Artillery. She served as USMAPS Cadet Candidate and Battalion Commander the first half of the year

f. **SHARP Update:** LTG Caslen began the Sexual Harassment / Assault Response and Prevention (SHARP) update by going explaining the incident reporting trends over the past three academic years (see slide at Appendix B). He noted the significant increase in reporting, which is seen as a good thing and can be attributed to a few things: One, the SHARP Resource Center is located in the same building as the Cadet Mess Hall, adjacent to the Central Guard Room, within a barracks and is accessible and very confidential. A policy change now allows for Cadets to talk with trusted friends and mentors without triggering an investigation (restricted to unrestricted reporting), before deciding if and how to report. Increase in reporting shows confidence in the command, as one of the greatest reasons for not reporting is the fear of reprisal or retaliation (see slide at Appendix B).

LTG Caslen pointed out that a primary reason a Cadet chose to file a restricted report, rather than an unrestricted report is fear of reprisal or retaliation. Other reasons include the Cadet wishing to handle the incident alone; they don't wish to get other people involved. One reason that is heard over and over again is the Cadet doesn't "want to ruin the career" of the alleged offender; that action taken could result in dismissal from USMA or the US Army. In the past two years, three of four civilian law enforcement (CLE) initiated cases were turned over to USMA for action. Two reports from civilian universities were not pursued by CLE or USMA as there was a lack of information available to conduct an investigation.

Senator Kirsten Gillibrand asked what LTG Caslen can do to encourage Cadets to report without fearing retaliation or reprisal. LTG Caslen responded he is sensitive to Cadets who

report retaliation. He further mentioned a report on retaliation must be submitted to the Department of the Army (DA). If someone feels they have been retaliated against, it is investigated and reported to DA. In the past two years there has been one report of retaliation. It was not reported to DA as when it was re-looked at, the case did not meet the elements of the article for retaliation. Senator Gillibrand asked about the facts of the case, which Ms. Samantha Ross, SHARP Program Manager provided. The incident occurred on an athletic team; teammates were behaving inappropriately. Nothing connected to the cadet's standing, as a Cadet or academics, which are key points related to retaliation fit the criteria. The investigation was conducted by the USMA Inspector General. While it was not considered retaliation, the case was turned over to the chain of command to handle as inappropriate and unprofessional relationships. Senator Gillibrand felt the retaliation case should have been reported and the commander responsible for allowing the climate to fester should have been held accountable. Mr. Karl Schneider, as the Secretary of the Army's representative, requested to confer with his peers on this issue. USMA was following the DoD Directive and Army regulations. Mr. Schneider believes the issue is one that needs to be reviewed. Ms. Ross stated that the Cadet who experienced the retaliation reported it immediately and all who were associated with the incident were held accountable; it just didn't meet the legal criteria of a retaliation report.

Ms. Fulton noted this incident occurred in a team environment, so the context would have been different; teams have their own culture and subculture. One approach would include any action the coach or captain could have taken to address the situation when it happened, rather than the Cadet having to report it themselves. The incident involved two cadets (singular cadet-on-cadet), not likely witnessed by anyone else. Ms. Jane Holl Lute asked if, in Ms. Ross' view, the legal criteria for reporting retaliation were adequate? Ms. Ross hesitated to answer and LTG Caslen asked USMA's Staff Judge Advocate, LTC Douglas Moore, to provide the language regarding retaliation. LTC Moore provided the governing Army regulations and DoD directives, as they relate to the legal definition of what constitutes retaliation. LTC Moore gave the legal definition of retaliation as, "Taking or threatening to take an unfavorable personnel action, or withholding, or threatening to withhold a favorable personnel action for making, preparing to make, or being perceived as making, or preparing to make, a protected communication." Additional discussion was had regarding the issue of retaliation and sexual assault and how the armed forces addresses these issues.

In the past four to five years, the Centers for Disease Control as well as prevention specialists in the field of sexual violence prevention have begun to figure out how to get their hands around the topic of prevention as a holistic practice. There are various prevention aspects as follows:

- (1) Primary prevention, means the agency is getting in front of the issue
- (2) Secondary prevention, is how does the agency support someone who has been hurt
- (3) Tertiary prevention, which is how these cases are investigated when they come forward

The military's perspective so far has been focused on the secondary and tertiary aspects; the military is very good at providing support to survivors, such as counseling, access to healthcare, access to a victim advocate, etc. While the substantiation rate indicates cases are being investigated, USMA is proud of those two aspects of the issue. The one that USMA is not doing as well on is primary prevention. USMA isn't the only college dealing with this problem; there are people who do this for a living; seeing it as a public health issue. USMA hired an organization called "Everfi" to spend two days at the Academy to assess what was being done

specifically on primary prevention. The report from EverFi should be available by May. USMA hopes to use the information and take a good program and make it better. Additionally, Ms. Ross looks forward to making an assessment with the information Everfi provides and incorporate it in the revised strategic plan that is comprehensive, holistic, and focuses on the primary aspect of prevention of sexual harassment and assault. LTG Caslen spoke for a few minutes about primary prevention as being extremely important. To change culture, behaviors have to change; to change behavior, one has to create reflection and introspection created in open and candid dialogue in small groups facilitated by peers. A challenge is finding Cadets, since most are likely the least experienced and least qualified to deal with these very tough issues with their peers. If not done right, reflection isn't created; cynicism is created and this has the opposite impact. Other colleges are having the same challenges with peer-to-peer facilitated discussions. Ms. Lute noted this issue is a profound one that it affects 50 percent of the population of the world and it is not acceptable. She sees this is an opportunity for leadership. Congressman Sean Patrick Maloney asked if there was empirical data that shows how many, if any, of the female cadets had experienced sexual harassment or assault before arriving to West Point; in other words been groomed or trained to believe that it's normal behavior? Ms. Ross answered yes, unfortunately, the Academy doesn't know that coming in; it's a challenge to ask candidates that type of question coming into West Point. A survey is done every other year and are asked if they had experienced sexual harassment or assault prior to attending West Point and the number is roughly 15 percent. This number is pretty much consistent with the other branches of service in the military. Congressman Mike Conaway asked if this number was for all Cadets, male and female? This brought up the issue that in the military, more than half of sexual violence survivors are male; it's not a gender-specific problem. Reporting by men who experience sexual violence is extremely low; psychologists maintain it's too embarrassing for them to report; feeling emasculated, as members of the military should be able to fend it off.

Ms. Ross then discussed the events planned for the 2017 Sexual Assault Awareness Month, including

(1) March 23, 2017. A luncheon sponsored by Cadets Against Sexual Harassment and Assault (CASHA) on, with guest speaker, Tony Porter – “A Call to Men” “...to prevent violence against women while promoting a healthy, respectful manhood”

(2) April 4, 2017. Audrie & Daisy Screening, “A look at the effects that online bullying has on the lives of teenagers and their community”

(3) April 11, 2017. Denim Day & Take Back the Night Vigil, Central Area

(4) April 12, 2017. Walk A Mile in observance of Sexual Assault Awareness & Prevention Month, Thayer Statue

LTG Caslen discussed the focus of the strategy is the issue of primary prevention. The peer facilitator issue was addressed, another issue that needs to be addressed is in the education program. In conversations with Cadets and asking what they think root causes are. Their responses included:

(1) Number one is the impact of alcohol as 50 percent of USMA's sexual assaults that occur are alcohol-related

(2) The hookup culture, when app sites like Tinder that schedules a “hookup.” The purpose is to have a sexual encounter

(3) Another root cause is coercion and force coupled with toxic masculinity, an example of which is the locker-room talk

(4) Pornography. Pornography has the impact of creating an expectation of what a relationship could look like and objectifying another gender.

As LTG Caslen was closing this topic, Congressman Maloney asked if any of the members' nomination process incorporate these values. His office has a very extensive nomination process, with days of interviews, an application, and other things to try and identify nominees to the Academy. He asked if there was a role for Members of Congress to play in trying to ascertain if nominees have encountered these issues prior to USMA. LTG Caslen noted the very diverse backgrounds of Cadet Candidates and noted the candidates are required to write an essay on character. Congressman Maloney then asked if there were ways Members of Congress could help in the nomination process. COL McDonald answered she thought it was a great idea. She also noted that nomination panels could ask any question they wanted, and her office could reach out to nominating panels with specific questions on sexual harassment and assault. Also, there is a Candidate Questionnaire that is filled out that currently asks three questions and a fourth could be added, such as 'how do you lead from a diverse background?' Further discussion ensued about the nomination process and how it relates to character of candidates between Congressman Maloney, Senator Gillibrand and Congressman Womack on how to ensure the finest candidates, with good moral character and values are nominated for admission to West Point. Senator Gillibrand asked LTG Caslen if USMA had a character requirement for graduation, and if so, what it was. LTG Caslen answered that USMA has a Character Development Strategy, which has a book that implements the strategy. Cadets are assessed in 360 peer evaluations that includes a character element in their assessment. If there's a deficiency, it is brought to the chain of command's attention and the Cadet can go into a developmental program; if the character defects are specific to honor, honor violation, or a misconduct violation, the Cadet is held accountable.

f. Athletic Update: Mr. Eugene “Boo” Corrigan, the Athletic Director was introduced by LTG Caslen, who noted Mr. Corrigan had been selected as the Division I Athletic Director of the Year by the NCAA. Mr. Corrigan updated the Board on the Army West Point Athletic Department Cooperative Agreement (AWPAA) and announced that in February, it was approved. As of March 1, 2017, 65 people were transferred from being contractors or NAF (Non-appropriated Fund) employees into the AWPAA. In the next three to four months, the plan is to have 178 people moved from contractors and NAF employees to the AWPAA. In the longer term, over the next two years, more people will be transitioned to AWPAA. The focus now is on updating business practices and understanding the cooperative agreement. Of the 29 NCAA Division I teams, 23 coaches (and programs) have transitioned to the AWPAA. One Member asked if fundraising was a concern, addressing oversight as now coaches are fund raising. Mr. Corrigan answered there is more oversight as the AWPAA is partnered with the West Point Association of Graduates (WPAOG).

g. Keller Army Community Hospital (KACH) Update: LTG Caslen introduced COL Eric Sones. With the signing of the National Defense Authorization Act (NDAA) in December 2016, there could be unintended consequences on KACH and its ability to care for Cadets, retired Soldiers, and family members on an inpatient basis. COL Sones noted that the changes to the healthcare systems in sections 702 and 703 would directly impact not only West Point, but

other Army hospitals. The NDA authorizes the “Defense Health Agency” or DHA, an umbrella that would reform DHA and military hospitals:

(1) Section 702: Reform of the DHA and Military Hospitals would change the organizational structure in that DHA would have ownership and local commanders, such as the Superintendent, would not be in that organization

(2) Section 703: Hospital criteria defined as inpatient medical centers, inpatient small hospitals and outpatient ambulatory care centers. West Point risks losing inpatient care for Cadets.

Section 702 would reform DHA military hospitals and align all of the services together. The original concept was to streamline and standardize the process for readiness. It was also to right-size the hospitals. The challenge though is local commanders may not be involved in the organization and therefore have no authority over the hospital. COL Sones gave some examples of small hospitals that had recently been changed from small hospitals to clinics. At West Point, if inpatient care goes away from KACH, the nearest hospitals would be in Newburgh, to the north, over Storm King Mountain or Westchester Medical Center to the south. Accountability for Cadets at other hospitals can be challenging as well. This change will not only affect Cadets’ inpatient care, where they can work on their academics while receiving inpatient care, but could also affect USMA’s Division 1 NCAA status. Further, if KACH were to go away, so would its Orthopedic Sports Fellowship. Finally, these changes would take away the local commander’s influence on how the hospital runs. The Army Surgeon General would then become an advisor, as MEDCOM, or the Medical Command would go away. This initiative originally came from the Senate Armed Services Committee. There are high risk implications if KACH goes away. Rep Womack mentioned he would bring this issue up with Congressman Mac Thornberry, Chair of the House Armed Services Committee.

h. Construction Update: Mr. Matt Talaber gave a brief update on infrastructure and ongoing projects being submitted for consideration. The FY16 military construction (MILCON) submissions included the Lusk Water line, which is unfunded and will be resubmitted at a later date. The cemetery reclamation project, Multipurpose Academic Center (MPAC) and parking structure are funded for FY 18, 19, and 21 respectively. He showed an artist rendering of the MPAC, which is in a National Historic Landmark district at West Point, so the architecture will be similar; an expansion area for the West Point Cemetery that expands and fills in its original design; and what is not shown in the rendering of the MPAC is the parking structure, which will be built to the left of the MPAC. Ms. Altenburg asked what is on the location now. Matt Talaber stated it is currently an empty lot, but used to be the Bachelor Officer Quarters which was torn down a few years ago. The lot is next to Building 606, where Admissions is currently located and used to be the hospital. The MPAC will provide some of the necessary lab space to conduct experiments and tests. Currently, USMA’s lab space is an unheated loading dock. He showed the lab spaces from other colleges and universities that are state of the art. USMA’s classrooms and lab spaces are sorely in need of upgrades. Davis Barracks is nearing completion. Currently, the move-in date for Cadets is June 1, 2017. The ribbon cutting ceremony will be held in August. Renovations on Pershing Barracks is set to start this month, MAC Short renovations are complete, MAC Long is nearing completion and the designs are underway for Eisenhower Barracks. Mr. Talaber then discussed the Academic Building Upgrade Program (ABUP), there are currently six critical academic and administrative buildings that are in need of renovations, some of which need to be recapitalized in the same manner as the barracks were upgraded during the CBUP.


h. Culture of Excellence and Upcoming Events: LTG Caslen highlighted accomplishments of several members of the faculty, Cadets, athletic and club team, and completed the brief with upcoming events. See slides at Appendix B for additional details.

9. REMAINING BOARD BUSINESS.

10. ADJOURNMENT. With no further comments, Congressman Womack adjourned the meeting at 4:30. This concluded the March 9, 2017 Organizational Meeting of the USMA Board of Visitors.

Certified by:

05 July 2017



STEPHEN A. WOMACK
U.S. Representative in Congress
Chair
USMA Board of Visitors



DEADRA GHOSTLAW
Designated Federal Officer,
USMA Board of Visitors

ATTENDANCE ROSTER

Congressional Members:

| | | |
|-----------------------------------|---------------|----------------|
| Senator Richard Burr | | Departed 1338 |
| Senator Kirsten Gillibrand | Arrived 1418 | |
| | Departed 1533 | Returned 1542 |
| Senator Chris Murphy | Arrived 1318 | Departure 1340 |
| Congressman Steve Womack* | Departed 1420 | Returned 1451 |
| Congressman Mike Conaway* | Departed 1420 | Returned 1459 |
| Congressman Sean Patrick Maloney* | Departed 1420 | Returned 1456 |

*House of Representative Members called to vote, departed 1420

Presidential Appointees:

| | |
|-----------------------------------|--------------|
| Ms. Sue Fulton | |
| HON Gerald McGowan | Arrived 1310 |
| Ms. Bridget Altenburg | |
| Ms. Jane Holl Lute | |
| COL (Ret) Frederick H. Black, Sr. | |

The following members were absent:

Elizabeth McNally

Based on the BOV attendance, a quorum was present.

Other attendees:

Mr. Kenneth Schneider, Senior Official Performing the Duties of Undersecretary of the Army
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 James E. Barren, 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 Cindy Jebb, Dean of the Academic Board
MAJ Emily Spencer, Dean XO
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
LTC Douglas Moore, 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. Alec Johnson (SEN Murphy)
Mr. Will Goodwin (SEN Gillibrand)
Ms. Adrielle Churchill (Rep Womack)
Mr. Austin Booth (Rep Womack)

The following received Superintendent Coins, then departed:

Mr. Clay Pencek, Library of Congress, Coordinator of Special Events

Members of the Public:

Mr. Michael K. Beans
Ms. Christine Obadal
Ms. Pat Locke
Mr. Greg Matthieson



UNITED STATES MILITARY ACADEMY

WEST POINT.

Events at USMA Since last BOV

| | |
|---|---------------|
| Admissions Educator Visit | 29 Nov-01 Dec |
| West Point Band Holiday Shows | 3-4 Dec |
| Army vs Navy (Football) | 10 Dec |
| December Graduation | 16 Dec |
| Winter Break | 18 Dec--3 Jan |
| Reorganization Week | 4-8 Jan |
| 2 nd Semester Begins | 9 Jan |
| 500 th Night Weekend | 13-15 Jan |
| Inaugural Parade (DC) | 20 Jan |
| RMC Weekend (WP) | 20-22 Jan |
| National Conference on Ethics in America | 24-26 Jan |
| Yearling Winter Weekend | 3-5 Feb |
| Post Night | 8 Feb |
| Forbidden Art Exhibit | 9 Feb |
| Henry O. Flipper Dinner, VPOTUS guest speaker | 9 Feb |
| 100 th Weekend | 16-19 Feb |
| Admissions Minority Visit | 16-18 Feb |
| West Point Model UN Invitational | 25-26 Feb |
| CORPS Founders Day Dinner | 7 Mar |
| Kermit Roosevelt Lecture '17 | 6-7 Mar |



UNITED STATES MILITARY ACADEMY

WEST POINT

Basic Officer Leader Course Class of 2016 Highlights

- **BOLC Achievements**

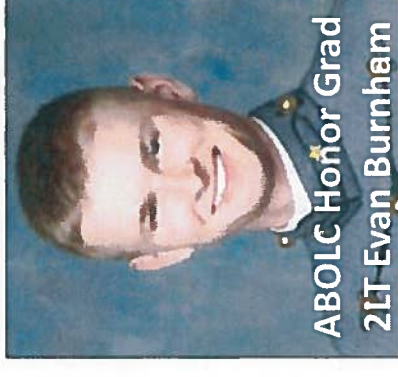
- Infantry Basic Officer Leader Course (IBOLC) 202/207 students from USMA Class of 2016 graduated (98%) - 1 Distinguished Honor Grad, 20 on the Commandants list
- Quartermaster Basic Officer Leader Course (QBOLC) 35/35 students from USMA Class of 2016 graduated (100%) – 5 Distinguished Honor Grads, 10 on the Commandant's list.
- Military Intelligence Officer Leader Course (MIBOLC) 20/20 students from USMA Class of 2016 graduated (100%) – 2 Honor Grads, 5 Commandant's list.
- Armor Basic Officer Leader Course (ABOLC) 64/70 students from USMA Class of 2016 graduated on time (91%) - 2 Honor Grads, 9 Commandants list, 1 Iron Soldier award.
- Air Defense Artillery Basic Officer Leader Course (ADABOLC) 46/46 students from USMA Class of 2016 graduated (100%).
- Field Artillery Basic Officer Leader Course (FABOLC) 85/89 students from USMA Class of 2016 graduated (96%), 72 currently in FABOLC

- **Ranger School ("Early" Course)**

- 33 Class of 2016 graduates attended before IBOLC.
- 20/33 LT's graduated for a 60.6% graduation rate.



IBOLC Honor Grad
2LT Donny Goff



ABOLC Honor Grad
2LT Evan Burnham



Early Ranger School Graduates

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 second lieutenants 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 an 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?

The Curriculum

The **Core** teaches cadets how to think.

The **Major** provides disciplinary depth.

Minors provide interdisciplinary treatment of a topic or disciplinary depth.

Enrichment Activities provide experiential learning opportunities for cadets to see the intersection and gaps between theory and practice.



Reflection Day 2017: Academic leaders share assessments of the curriculum



Incident Reporting Trends

| Annual Year | Unrestricted (incl conversions) | Restricted | Conversion | Substantiated |
|-------------|------------------------------------|------------|------------|---------------|
| 14-15 | 18 | 1 | 3 | 9 |
| 15-16 | 19 | 6 | 1 | 7 |
| 16-17 | 15 | 18 | 5 | 4 |

AY 14-15 & 15-16

Substantiation rate ~50%

- ART 120 - broad behavior spectrum (touching to penetrative offenses) with strict sanctions
- Reporting trends:
 - 16-17 increased reporting overall; increase in restricted reports
 - Key environmental change is the establishment of the SHARP Resource Center located in a central and private area, easily accessible to Cadets
 - Key policy change allows for Cadets to talk with trusted friends/mentors without triggering investigation – before deciding if and how to report
- Why cadets tell us they elect restricted report or no report:
 - Fear of retaliation/reprisal
 - Handled it alone (usually by avoidance)
 - Didn't want to ruin career of alleged offender
- 3 of 4 Civilian Law Enforcement (CLE) initiated cases in past two years have been turned over to USMA for action
 - Two reports from civilian universities involving unknown number of CDTs were not pursued by CLE or USMA due to lack of information available to conduct investigation



UNITED STATES MILITARY ACADEMY

WEST POINT.

Culture of Excellence *Faculty and Staff*

- MAJ Raven Bukowski (Department of Social Sciences): White House Fellow
- COL Barry Shoop (Department of Electrical Engineering and Computer Science): 2016 President of Institute of Electrical and Electronics Engineers
- Dr. Tim Bakken (Department of Law): Fulbright Scholar
- Combating Terrorism Center: Numerous citations in major media outlets such as the New York Times and Washington Post
- MAJ Kelly Calway (Department of Physical Education) - Armed Forces Women's Cross Country Champion
- Mr. Boo Corrigan named 2016-17 Football Bowl Subdivision Under Armour Athletics Director of the Year
- Mr. Michael Schmitt (Department of Law): Selected to receive the Order of Maarjamaa, IV Class, by the President of Estonia for his work in promoting cyber defense cooperation.





UNITED STATES MILITARY ACADEMY
WEST POINT

Graduate Scholarship Winners



Christian Nattiel
Rhodes Scholar
(University of Oxford, UK)



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



Bethany Russell
Schwarzman Scholar
(Tsinghua University, China)



Mark McGinnis
Schwarzman Scholar
(Tsinghua University, China)



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



Timothy McLaughlin
Schwarzman Scholar
(Tsinghua University, China)



Don Stanley Dalisay
Schwarzman Scholar
(Tsinghua University, China)



Patrick Dancer
Yenching Scholar
(Peking University, China)



Jacob Bishop
Yenching Scholar
(Peking University, China)

Since 2013

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

AY17 Scholar Numbers

- 1 Rhodes
- 1 Marshall
- 5 Schwarzman
- 2 Yenching

Pending Finalists

- Fulbright (3 semi-finalists)
- Truman (1 Semi-finalist)
- Rotary (5 district winners)
- GEM (1 pre-selected candidate)



UNITED STATES MILITARY ACADEMY
WEST POINT.

NCAA Athletic Excellence

2016-17 Season (.571 percentage)

Football: 8-5 ★
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 Indoor Track: 1-0 ★
Women's Indoor Track: 1-0 ★
Men's Swim/Dive: 8-3
Women's Swim/Dive: 7-4

Wrestling: 7-5 ★
Hockey: 17-12-5 ★
Rifle: 6-6 ★

Women's Basketball: 21-7 (PL: 12-5) ★
Men's Basketball: 12-18 (PL: 6-12) ★
Gymnastics: 3-4 ★
Men's Lacrosse: 4-1
Women's Lacrosse: 4-1
Softball: 11-4
Women's Tennis: 8-5
Men's Tennis: 7-6 ★
Baseball: 2-7

☆ AY 17 Victory over Navy
☆ AY 17 Victory over Air Force





Leadership In The Corps

- CDT Marcos Arroyo (Men Soccer) CBT I Commander
- CDT Hugh McConnell (Strength) – First Captain
- CDT Alyssa Chapman (Rabble Rouser) – BDE Command Sergeant Major
- CDT Adam Kratch (Men's Basketball) – Deputy Brigade Commander
- 2 Regimental Commanders
- 5 Brigade Primary Staff Officers



Victory On The Athletic Fields

- Football beat Navy after 15 years!
- First time since 1984 that football beat Navy and won a bowl game in the same season
- Swimming and Diving Coach, Mick Wender, Patriot League Coach of the year
- Men's Lacrosse beat # 6 Syracuse
- Men's Rugby won American Collegiate Rugby Association – 7s Championship
- Men's basketball beat Navy with largest comeback victory of 2017 season
- CDT King (Football) won the Defender of the Nation Award

Victory In The Classroom

- NCAA Public Recognition Awards: Football, Wrestling, Rifle
- Kelly Hamilton (Women's Swim/Dive) Patriot League Scholar-Athlete of the Year
- 43 Cadet Athletes on Patriot League Fall Academic Honor Roll
- 8 Patriot League All-Academic Teams





UNITED STATES MILITARY ACADEMY

WEST POINT.

Club/Intramural Excellence

16 Competitive Club Sports

- Men's Boxing * ☆
- Women's Boxing ☆ ☆
- Climbing ☆
- Crew ☆
- Cycling ** ☆
- Equestrian
- Fencing*
- Judo* ☆
- Marathon
- Orienteering* ☆
- Powerlifting
- Men's Handball * ☆
- Women's Handball*
- Triathlon * **
- Men's Volleyball ☆
- Water polo ☆

** 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

Fall

- Basketball
- Soccer
- Functional Fitness
- Flag Football
- Submission Grappling
- Fall Sandhurst

Spring

- Floor Hockey
- Flickerball
- Ultimate Frisbee
- Swimming
- Team Handball
- Spring Sandhurst





UNITED STATES MILITARY ACADEMY
WEST POINT.

Academic Club Excellence

- **Model UN** ★
- **Debate** ★
- **Orienteering** *
- **Speech and Parliamentary Debate** *
- **Ethics Debate** **
- **Competitive Cyber Team** ★ ★

** AY 16-17 National Champion

* AY 15-16 National Champion

☆ AY 17 Victory over Navy

★ AY 17 Victory over Air Force



Plebe Parents Weekend
Foreign Academy Exchange Program Visit
Spring Break
Chilean International Patrol Competition
Sexual Assault Awareness Month
15th WP Diversity Leadership Conference
Admissions Minority Visit
Calabro Night of the Arts
Foreign Academy Exchange Program Host
Civ-Mil Conference
McDonald Cadet Leadership Conference
NY Mets Pre-season game
Sandhurst
Cyber Defense Exercise
DAD Congressional Visit
Mission Command Conference
NCAA Men's Gymnastics Championships
Inter-Service Academy Parachute Competition
38th Annual WP National Orienteering Meet
National Scout Meet
Senior Conference 53
Boy Scout Camporee
Retiree Appreciation Day
Executive Steering Group Meeting
Projects Day
Graduation Day

10-12 Mar
10-19 Mar
11-19 Mar
13-15 Mar
20 Mar-14 Apr
21-23 Mar
23-25 Mar
24 Mar
25 Mar-2 Apr
31 Mar
29 Mar-2 Apr
31 Mar
7-8 Apr
10-14 Apr
19-21 Apr
20 Apr
20-22 Apr
21-23 Apr
22-23 Apr
22-23 Apr
23-25 Apr
28-30 Apr
29 Apr
2 May
4 May
27 May

| 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% |
| Total Males | | | 900 | 100.0% |
| 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% |
| Total Females | | | 169 | 100.0% |

| usma_grad_yr | Gender | Religion | Percentage Within | |
|---------------|--------|--|-------------------|--------|
| | | | Total | 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% |
| Total Males | | | 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% |
| Total Females | | | 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% |
| Total Males | | | 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% |
| Total Females | | | 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% |
| Total Males | | | 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% |
| Total Females | | | 273 | 100.0% |