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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)
   - Jerry Moran, Missouri (SASC)
   - Kirsten Gillibrand, New York (SASC)

   **U.S. Representatives**
   - Steve Womack, Arkansas (HAC)
   - Mike Conaway, Texas (HASC)
   - Sean Patrick Maloney, New York
   - Stephanie Murphy, Florida (HASC)
   - Thomas Rooney, Florida (HAC)

   **Presidential Appointees**

   - Ms. Elizabeth McNally, 2B Chateau Circle, Scarsdale, NY 10583 (Re-appointed 1 January 2017 to serve until 30 December 2018)

   - Ms. Brenda Sue Fulton, 1501 Ocean Avenue, Unit 2501, Asbury Park, NJ 07712 (Re-appointed 1 January 2017 to serve until 30 December 2019)


   - Mr. Frederick H. Black, Sr., 206 Woodleaf Driver, Chapel Hill, NC 27516 (appointed 1 January 2017 to serve until 30 December 2019)

   - Ms. Jane Holl Lute, 4404 33rd Road North, Arlington, VA 22207 (appointed 1 January 2017 to serve until 30 December 2018)

   - Ms. Bridget Altenburg, 5005 N. Francisco, Chicago, IL 60625 (appointed 1 January 2017 to serve until 30 December 2017)
3. **DESIGNATED FEDERAL OFFICERS.** Mrs. Deandra K. Ghostlaw serves as Executive Secretary/Designated Federal Officer from April 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 2017.** In 2017 the BoV actively pursued its inquiry and oversight mission by convening three times during the year. The first meeting was held in Washington, DC on March 9, 2017. The second meeting was held at West Point, NY on July 10, 2017. The final meeting, designated by the members as the required annual meeting, was held at West Point, NY on October 20, 2017.

   **b. The First Meeting of the 2017 Board.** The first meeting of the 2017 BoV was held on March 9, 2017 at Washington, DC. Attendance at this meeting included two US Senators, four US Representatives and five Presidential Appointees. A quorum, consisting of at least six Board members with one member of Congress, was achieved. The Honorable Kenneth Schneider, Senior Official Performing the Duties of Undersecretary of the Army, attended as the Secretary of the Army’s designated representative to the BoV, addressed the Board, and remained for the meeting. The agenda was as follows: Board Business: Election of Chair and Vice Chair, Review and Approval of the "Rules of the USMA Board of Visitors,” Swearing in of Presidential Appointees (Congressional Members may participate as well), Approval of the Minutes from November's Meeting, Status of the Annual Report, and Next BOV date; Key Events since last BOV; Strategic Planning and Continuous Improvement; Developing Leaders of Character; Building and Sustaining Effective and Diverse Teams: Admissions Update, USMAPS (US Military Academy Preparatory School, SHARP (Sexual Harassment / Assault Response Prevention) update; Stewardship: Athletic Department transition, Hospital update, Facilities update; Culture of Excellence (1st semester highlights); Upcoming events. The meeting minutes can be found on page 9.

   **c. The Second Meeting of the 2017 Board.** The second meeting of the 2017 BoV was held on July 10, 2017 at West Point, NY. Attendance at this meeting included two US Senators, four US Representatives and five Presidential Appointees. A quorum, consisting of at least six
Board members with one member of Congress, was achieved. Ms. Diane Randon, the Senior Official Performing the Duties of the 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 agenda was as follows: Board Business: Approval of Minutes from the March Meeting and Fall Meeting Date; Superintendent Topics: 2nd Semester Highlights; Strategic Imperative 1: Develop Leaders of Character, Sandhurst competition at West Point; BOLC (Basic Officer Leader Course) Performance; MIADs/AIADs (Military Individual Advanced Development/Academic Individual Advanced Development); Strategic Imperative 2: Foster Relevance and Preeminence, Build Diverse and Effective Teams, Class of 2021 Profile, SHARP Update; Faculty and Staff Excellence; Faculty Blend of Excellence; Faculty in the Summer BLDP (Benavidez Leader Development Program) Success; Intellectual Capital; Projects Day; Stewardship; Future and ongoing construction; Culture of Excellence. The meeting minutes can be found on page 76.

d. The Annual Meeting of the 2017 Board. The annual meeting of the 2017 BoV was held on October 20, 2017 at West Point, NY. Attendance at this meeting included one US Senator, four US Representatives and six Presidential Appointees. A quorum, consisting of at least six Board members with one member of Congress, was achieved. Ms. Diane Randon, the Senior Career Official Performing the Duties as Assistant Secretary of the Army for manpower and Reserve Affairs, was the Secretary of the Army’s designated representative, addressed the Board, and remained for the main meeting. The agenda was as follows: Board Business; Superintendent Topics; Strategic Imperative 1: Develop Leaders of Character, Advanced Individual Development (AIAD), Semester Abroad, Military Advanced Individual Development (MIAD), Leadership Detail, Team Captain; Strategic Imperative 2: Foster Relevance and Preeminence, Build Diverse and Effective Teams, Retention trends and efforts, SHARP Education Program; Faculty and Staff Excellence; Intellectual Capital; Stewardship: Impacts of National Defense Authorization Act, Master Facility Plan 2035, A76 law, Memorialization; Culture of Excellence; Semester Highlights. The meeting minutes can be found on page 139.

e. Renewal of the USMA BOV Charter. The United States Military Academy Board of Visitors Charter was approved on November 16, 2016. The Charter is due to be renewed prior to its expiration on November 15, 2018.

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, physical and character 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 2017, 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. USMA expects to continue to increase the numbers of women and minorities, including African Americans and Latinos, to better reflect the demographics of the Nation. The Board notes that in 2017, 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 number one 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 has improved, but remains a concern. USMA needs continued Army Sustainable Readiness Model (SRM) funding for barracks renovation through 2021 to complete renovations of all existing barracks spaces. In 2016 and 2017, the Army’s SRM funding for barracks renovation resulted in the completion of MacArthur barracks “Short wing” and “Long wing” and the start of renovations on Pershing Barracks.

(a) Cadet barracks overcrowding, while still a problem, received some much needed aid, with the completed construction of Davis Barracks, named for GEN (Retired) Benjamin O. Davis, USMA Class of 1936, Renovation of the MacArthur “Long” wing was completed, and renovations were begun on Pershing and Eisenhower Barracks.

(b) Academic facilities continue to be a concern. All academic buildings are past their life cycle, except Bartlett Hall, where renovations were completed in 2016. Future unfunded projects include a much-needed Multi-Purpose Academic Center (MPAC), a parking garage, the Army Cyber Institute’s permanent facility, and six critical academic and administrative buildings that are in need of renovations; most of these buildings saw their last renovations in the 1970s.

(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 SHARP Program Manager enlisted the aid of EverFi, who did a comprehensive review of the SHARP Program at West Point and made several recommendations. A key takeaway from the EverFi consultation encouraged USMA to proactively harness the online training programs to raise sexual assault awareness and responsible alcohol use and raising awareness of prescription drug abuse and misuse. Data from this training was immediately integrated into the Cadet Character Education Program (CCPD) lessons for fall and spring semester. Additionally, the feedback from EverFi highlighted the importance of meeting Cadets where they are in the conversations about sexual and relationship health, which we also immediately integrated. The establishment of the SHARP Resource Center located in the center of the Cadet Area improved access to resources and the policy change that permitted Cadets to speak with people they trust about an assault without automatically triggering an investigation, has contributed to the increase in reporting we have seen over the past 18 months. 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 remains “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 again commended the Superintendent for making character development and “Honorable Living” training central to Cadet training. “Honorable Living” requires living by a set of values, on or off duty: Cadets must internalize the Academy Creed (Duty Honor Country, and the Army values (loyalty, duty, respect, selfless service, honor, integrity, and personal courage) so they become part of their character; this prepares them for the ethical decisions they must make as officers. Cadets learn that living honorably means living those values not just in uniform, but every 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 received approval of the cooperative agreement between the Secretary of the Army and the Army West Point Athletic Association. With this cooperative agreement, USMA continues to work with the Army staff to ensure all of the AWPAA operations are compliant with regulations and auditable. Many positions were transferred from NAF positions to AWPAA. In all, 178 positions will move to AWPAA.

(6) Fiscal Year (FY) National Defense Authorization Act (NDAA) authorizes the “Defense Health Agency” which could have unintended consequences for Keller Army Community Hospital (KACH) at West Point. Section 702 would change the organizational structure of Military Medicine, giving DHA administrative control of all Military Treatment Facilities and lessening the influence of local commanders. Section 703 changes hospital criteria and West Point would risk losing access to inpatient care for Cadets at KACH. The first part of
the new “Act for Health Care Reform” would take effect 1 October 2018 and would take administrative control of KACH from the Army and Superintendent.

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 support funding to continue modernizing the remaining unrenovated barracks. Any further delays in addressing the failing infrastructure could have significant negative impact 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 support funding for a Multi-Purpose Academic Center and a parking structure; as well as a permanent facility for the Army Cyber Institute.

2. Adequate levels of funding must be maintained consistent with the mission requirements. The Board recommends budget reductions that result in civilian and military personnel reductions or other 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 to support and fund 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 supporting this initiative. AWPAA allows USMA the flexibility to operate a Division 1 athletic program while adhering to the necessary regulations and compliance procedures.

5. Maintain Keller Army Community Hospital’s Inpatient Capability. The current language of the NDAA threatens inpatient services at Keller as all medical assets within DoD fall under DHA as of 1 Oct 2018. As this comes to fruition, USMA leadership has grave concerns that cadet physical readiness and academic preparation may be affected. If inpatient services close, cadets would have to receive their inpatient care at the nearest local hospital facilities located between 25 and 40 minutes away. During winter months and inclement weather travel can be treacherous. Further, maintaining accountability of Cadets who are transported to outside hospitals becomes far more difficult. Also in jeopardy are the only DoD Orthopedic and Physical Therapy Sports Medicine Fellowships. Senate leadership has communicated support of Keller becoming an Orthopedic Sports Medicine Center of Excellence and USMA is currently pursuing this initiative.
2017 UNITED STATES MILITARY ACADEMY
BOARD OF VISITORS

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United States House of Representatives
Chair

BRENTA SUE FULTON
Asbury Park, NJ
Vice Chair

KIRSTEN GILLIBRAND
United States Senate

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Arlington, VA

FREDERICK H. BLACK, SR.
Chapel Hill, NC

TAME HOLL LUTE
Arlington, VA

BRIDGET ALTENBURG
Chicago, IL
Agenda
USMA Board of Visitors Meeting
March 9, 2017

Introduction

Board Business

   Election of Chair and Vice Chair
   Review and Approval of the "Rules of the USMA Board of Visitors"
   Swearing in of Presidential Appointees (Congressional Members may participate as well)
   Approval of the Minutes from November's Meeting
   Status of the Annual Report
   Next BOV date

Key Events since last BOV

Strategic Planning and Continuous Improvement

Developing Leaders of Character

Building and Sustaining Effective and Diverse Teams

   Admissions Update
   USMAPS
   SHARP update

Stewardship

   Athletic Department transition
   Hospital update
   Facilities update

Culture of Excellence (1st semester highlights)

Upcoming events
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

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 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 is 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 thee 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 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 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

[Signature]

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 Gilibrand)
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
Admissions Educator Visit
West Point Band Holiday Shows
Army vs Navy (Football)
December Graduation
Winter Break
Reorganization Week
2nd Semester Begins
500th Night Weekend
Inaugural Parade (DC)
RMC Weekend (WP)
National Conference on Ethics in America
Yearling Winter Weekend
Post Night
Forbidden Art Exhibit
Henry O. Flipper Dinner, VPOTUS guest speaker
100th Weekend
Admissions Minority Visit
West Point Model UN Invitational
CORPS Founders Day Dinner
Kermit Roosevelt Lecture '17

29 Nov-01 Dec
3-4 Dec
10 Dec
16 Dec
18 Dec–3 Jan
4-8 Jan
9 Jan
13-15 Jan
20 Jan
20-22 Jan
24-26 Jan
3-5 Feb
8 Feb
9 Feb
9 Feb
16-19 Feb
16-18 Feb
25-26 Feb
7 Mar
6-7 Mar
**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.
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.
## Incident Reporting Trends

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**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
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 Maajamaa, IV Class, by the President of Estonia for his work in promoting cyber defense cooperation.
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  - 12 Lincoln Labs
- 4 Marshall - 4 Draper Labs
- 1 Mitchell  - 6 NSF
- 8 Schwarzman - 6 GEM
- 9 Fulbright - 18 Rotary
- 4 East-West - 3 Yenching
- 3 Yenching - 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)
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
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
• 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
Culture of Excellence
Upcoming Key events at USMA

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 Apr
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
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2019 F       | F      | Buddhist                                           | 4     | 1.6%                     |
<p>| 2019 F      | F      | Hindu                                              | 2     | 0.8%                     |
| 2019 F      | F      | Jewish                                             | 2     | 0.8%                     |
| 2019 F      | F      | Mormon                                             | 2     | 0.8%                     |
| 2019 F      | F      | No religious preference                            | 25    | 9.8%                     |
| 2019 F      | F      | Other (Unitarian)                                  | 6     | 2.3%                     |
| 2019 F      | F      | Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science) | 2     | 0.8%                     |
| 2019 F      | F      | Protestant                                         | 119   | 46.5%                    |
| 2019 F      | F      | Roman Catholic                                      | 92    | 35.9%                    |
| 2019 F      | F      | Secular philosophies (Atheist, Agnostic)           | 2     | 0.8%                     |
|             |        | Total Females                                       | 256   | 100.0%                   |</p>
<table>
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<tr>
<td><strong>Total Females</strong></td>
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USMA Board of Visitors Meeting
9 March
Washington, DC

Agenda

- Introduction
- Board Business
  - 1. Election of Chair and Vice Chair
  - 2. Review and Approval of the "Rules of the USMA Board of Visitors"
  - 3. Swearing In of Presidential Appointees (Congressional Members may participate as well)
  - 4. Approval of the Minutes from November's Meeting
  - 5. Status of the Annual Report
  - 6. Next BOV date
- Key Events since last BOV
- Strategic Planning and Continuous Improvement
- Developing Leaders of Character
- Building and Sustaining Effective and Diverse Teams
  - Admissions Update
  - USMAPS
  - SHARP update
- Stewardship
  - Athletic Department transition
  - Hospital update
  - Facilities update
- Culture of Excellence (1st semester highlights)
- Upcoming events
Board Business

1. Election of Chair and Vice Chair
2. Review and Approval of the "Rules of the USMA Board of Visitors"
3. Swearing In of Presidential Appointees (Congressional Members may participate as well)
4. Approval of the Minutes from November's Meeting
5. Status of the Annual Report
6. Next BOV date (at West Point) 10 July
Superintendent’s Topics

**Events at USMA Since last BOV**

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

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

“Inspired to serve.”

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.
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!

Strategic Planning
**Imperative 1: Develop Leaders of Character**

**West Point Leader Development Outcomes**
Upon commissioning West Point graduates will:
1. Live honorably and build trust
2. Demonstrate military, intellectual and physical competence
3. Develop, lead, and inspire
4. Think critically and creatively
5. Make sound and timely decisions
6. Communicate and interact effectively
7. Seek balance, be resilient, and demonstrate a strong and willing spirit
8. Pursue excellence and continue to grow

**Developmental Program Missions**

**Academics**
- 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.

**Military**
- Develop the foundational military competencies necessary to win in a complex world.

**Physical**
- Develop warrior leaders of character who are physically fit and mentally tough.

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

**Imperative 2: Foster Relevance and Preeminence**

**Goals**
- Build and Sustain Diverse and Effective Teams
- Promote Staff and Faculty Excellence
- Develop and Provide Intellectual Capital
- Practice Effective Stewardship
- Instill and Foster Culture of Excellence and Winning

**Commitments**

- • Attract, recruit, and admit a highly talented and diverse Corps of Cadets
- • Retain and graduate the exceptional young men and women of the Corps of cadets
- • Attract, recruit, hire and employ a highly talented and diverse faculty and staff
- • Eliminate sexual assault and sexual harassment

- • Develop high quality faculty
- • Develop high quality staff
- • Maintain academic currency and practice academic freedom

- • Ensure operational relevance
- • Build collaborations and partnerships
- • Solve problems of national significance
- • Provide intellectual support to the Army

- • Continually improve
- • Strive for excellence in resource management
- • Strive for excellence in infrastructure
- • Practice effective shared governance
- • Communicate effectively

- • We are honorable
- • We are winners who pursue excellence
- • We are team players who support each other
- • We are inclusive
- • We are respectful
- • We are professionals
**Governance Structure**

**Executive Steering Group (ESG)**

**Superintendent/Senior Mission Commander**

**Academic Board (AB)**

**Policy Board (PB)**

**Higher Ed Opportunity Act (Compliance)**

**Middle States**

**Army / DRU-HQDA**

**Board of Visitors**

**NCAA Conference Affiliations**

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**Imperative 1: Develop Leaders of Character**

Academic, Military, Physical, Character Program Assessments

- Basic Officer Leaders Courses surveys
- Army War College focus groups
- National Survey of Student Engagement
- Data: APFT, IOCT, GPA
- Cadet Periodic Development Reports

Qualitative + Quantitative
Imperative 2: Develop Leaders of Character

Dean, Commandant, Admissions, ACI, USMAPS, ODIA, HQ Staff Assessments

Benchmarking indicators against Peer and Aspirant institutions

Examples of indicators:
- Student to faculty ratio
- Acceptance rates
- Selectivity of applicants
- Graduation rates
- Alumni Giving rates
- Endowments

Annual Assessment report

Qualitative + Quantitative

Developing Leaders of Character
Commandant Update
Military Program
(Summer)

- 12 training events at West Point
- 10 West Point Leader Details
- 10 Military Individual Advanced Development (MIADs) in the U.S. and abroad
- 1050 Cadets will participate in Cadet Troop Leader Training at 16 locations

Summer Training

4th Class (Plebe)
- Cadet Basic Training (CBT)
  - 6 weeks

3rd Class (Yearling)
- MIAD
  - Military Individual Advanced Development
- CFT
  - Cadet Field Training
  - 3-4 weeks

2nd Class (Cow)
- WP Leader Detail (60%/40%)
  - West Point Leader Detail
  - 4-6 weeks

1st Class (Firstie)
- CLDT (20%/80%)
  - Cadet Leader Development Training
  - 2-3 weeks
- CTLT (40%/60%)
  - Cadet Troop Leader Training
  - 2-3 weeks

Military Program
(Academic Year)

- 9 Cadet Clubs that execute military skills
- Sandhurst Competition: 2 days, 30 miles, 14 stations, 62 teams (Service Academies, ROTC, International)
- Structured military training on Commandant's Saturdays
- Defense and Strategic Studies Major (176 total)
- Modern War Institute

Academic Year

4th Class (Plebe)
- Military Science 100 Introduction to Warfighting
  - (1 semester)

3rd Class (Yearling)
- Military Science 200 Small Unit Operations
  - (1 semester)

2nd Class (Cow)
- Military Science 300 Platoon Operations
  - (1 semester)

1st Class (Firstie)
- MX400 Officership Capstone
  - (1 semester)
Physical Program

- Military Movement, Boxing, Survival Swimming, Combatives
- Fitness courses (Personal and Unit Fitness)
- Lifetime Physical Activity Courses (26 courses offered)
- Testing—Occupational Physical Assessment Test (OPAT)
- Company Athletics (10 Sports) Competitive Clubs (16 total)
- Kinesiology Major (65 Cadets)

<table>
<thead>
<tr>
<th>Physical Program</th>
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</thead>
<tbody>
<tr>
<td>4th Class (Plebe)</td>
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<tr>
<td>3rd Class (Yearling)</td>
</tr>
<tr>
<td>2nd Class (Cow)</td>
</tr>
<tr>
<td>1st Class (Firstie)</td>
</tr>
</tbody>
</table>

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.
Character Development

- Honor System
- Cadet Character Development Program
- Officership MX400
- Gettysburg Staff Ride Mission Command Conference Outreach

Moral Courage
- Leadership: Inspire Others to Live Honorably
- Social: Always on Duty
- Civic: Respect Others, Empathy
- Performance: Resilience, Perseverance, Excellence

Class of 2017 Branching Highlights

- Branching Process
  - Cadet Performance (OML) + Individual
  - Preference + Branch Talent Priorities +
  - Individual Cadet Talents
- 2017 Cadet Branch Satisfaction
  - 78% (755) received first choice
  - 95% (910) received top 3
  - 97% (938) received top 5
- Diversity and Talent Distribution
  - 7% of Infantry and Armor are African American; increase from 2% prior to talent-based branching
  - 10% of Infantry and Armor are Hispanic; increase from 6% prior to talent-based branching
  - 6/17 branches represented in the Top 10 Cadets
Gender Integration

- Beginning with the Class of 2020, all Cadets must take boxing.

- Integration into Infantry and Armor branches following graduation
  - Female Cadets must “opt-in” to be considered for branching into Infantry or Armor. Upon graduation from the Basic Officer Leader Course, they are assigned to Fort Hood or Fort Bragg.

  - There are 7 female Infantry officers who are West Point graduates
  - There are 5 female Armor officers who are West Point graduates
  - 8 female Cadets from the Class of 2017 branched Infantry (3 as branch detail)
  - 10 female Cadets from the Class of 2017 branched Armor (6 as branch detail)
  - Ranger School – the first 3 female Rangers are West Point graduates.
    There are currently 2 x 2016 women in Ranger School and 1 woman scheduled for a future class.

Developing Leaders of Character

Dean Update
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.

- Educate, train and inspire cadets to become leaders of character.
- Prepare the rotating military faculty to return to the operational force.
- Provide intellectual capital to the Army and the Nation.

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.
Projects Day (4 May 2017): Cadets present their senior theses, design projects, culminating performances, and extramural research projects.

Research and course trips enhance cadet learning

| DARPA Competition | Collaborative Research with University of Virginia | Collaborative research with James J. Peters VA Medical Center | Winning the Peace Course in Jersey City | Research at Stanford |

Guest speakers bring outside perspectives to cadets


Academic Program
Second Graduating Class

Combination of graduate school and faculty assignments transforms officers

<table>
<thead>
<tr>
<th>Graduate School</th>
<th>West Point Faculty Member</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>KD position</td>
</tr>
</tbody>
</table>

Combined experience of graduate school
• Work with counterparts from around the country and world
• Produce scholarship at the graduate level

Rotating military faculty
• Teach, mentor, and develop the next generation of Army leaders
• Continued scholarship
• Continued development
• When given the opportunity to serve as S3 or XO, they will excel

A recently-departed rotating military faculty member wrote: “I signed into Fort Hood back in June [2016] and was on a plane to Korea 10 days later. I started my RIP right after Fourth of July and have been in position officially since last Monday. I think things are going well right now and strongly feel that despite what others outside the academy may try to tell us at times.....my time teaching absolutely helped me prepare and develop myself for this job. Embrace intellectual pluralism, weigh multiple sides of an argument, make an informed decision.....sounds a lot like what we try to bring to the classroom and what I’m doing everyday.”
### Academic Program
**Developing the Second Graduating Class**

#### Cadet Development
- Mentoring Cadet clubs
- Mentoring during Cadet Summer Training

#### Intellectual Capital
- Leading Interdisciplinary colloquiaums
- Scholarship awards
- Publications

#### Academic Promotion
- Academic Program
- Publications
- Scholarship awards
- Mentoring during Cadet Summer Training

#### Master Teacher Program
- Civilian Faculty Mentors
- Military Faculty Mentors
- Summer New faculty orientation
- Senior faculty develop rotating military faculty in 5 domains

#### Cadet Development
- Mentoring Cadet clubs
- Mentoring during Cadet Summer Training

#### Intellectual Capital
- Leading Interdisciplinary colloquiaums
- Scholarship awards
- Publications

#### Academic Promotion
- Academic Program
- Publications
- Scholarship awards
- Mentoring during Cadet Summer Training

#### Master Teacher Program
- Civilian Faculty Mentors
- Military Faculty Mentors
- Summer New faculty orientation
- Senior faculty develop rotating military faculty in 5 domains

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### Academic Program
**Intellectual Capital (the latest)**

#### Collaborations, Partnerships and Service
- Collaborations with Army Major commands
- Faculty honors 5-Year Silver Service award.

#### Events at West Point
- Inaugural workshop on Complex Battlespaces – The Law of Armed Conflict and the Dynamics of Modern Warfare
- Mar 30 – Apr 2: McDonald Leadership Conference for Leaders of Character
- Apr 23 – 24: Senior Conference - The 70th Anniversary of the National Security Act: An Agenda for Policymakers

#### Subject Matter Experts
- Research cited in New York Times
- Invited Guest Speakers

#### Conferences
- David Geffen School of Medicine
- Cornell University Law School

#### Publications
- Invited Guest Speakers
- Research cited in New York Times
Build and Sustain Diverse and Effective Teams

Admissions Update

Imperative 2: Foster Relevance and Preeminence

Class of 2021
Admissions Update

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Women</th>
<th>African American</th>
<th>Hispanic</th>
<th>Scholars</th>
<th>Leaders</th>
<th>Athletes</th>
<th>Soldiers</th>
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<tbody>
<tr>
<td>Applicants</td>
<td>12,967</td>
<td>3,796</td>
<td>1,687</td>
<td>1,844</td>
<td>1,918</td>
<td>929</td>
<td>850</td>
<td>1019</td>
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<td>Offers</td>
<td>815</td>
<td>218</td>
<td>74 (9%)</td>
<td>88 (10%)</td>
<td>416 (51%)</td>
<td>232 (28%)</td>
<td>156 (19%)</td>
<td>19 (2%)</td>
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<tr>
<td>Accepts</td>
<td>507</td>
<td>145</td>
<td>48 (9.5%)</td>
<td>58 (11.5%)</td>
<td>215 (42.5%)</td>
<td>146 (28.8%)</td>
<td>128 (25.2%)</td>
<td>15 (3%)</td>
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<tr>
<td>O/S LOAs</td>
<td>174</td>
<td>64</td>
<td>80 (9%)</td>
<td>9 (37)</td>
<td>28 (28%)</td>
<td>15 (3%)</td>
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<td>O/S Civil Prep</td>
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<td>O/S USMAFS</td>
<td>222</td>
<td>36</td>
<td>102 (45.5%)</td>
<td>4 (10%)</td>
<td>40 (17.8%)</td>
<td>91 (40.9%)</td>
<td>50 (22.6%)</td>
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<td>Obligations</td>
<td>1188</td>
<td>318</td>
<td>253 (21.1%)</td>
<td>109 (9%)</td>
<td>290 (25.4%)</td>
<td>336 (28.2%)</td>
<td>72 (6%)</td>
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As of 1 March 2017
### Class Composition Comparison

#### Final Class Admitted Numbers (2015-2020)

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<td>103</td>
<td>128</td>
<td>169</td>
<td>190</td>
<td>180</td>
<td>13.1%</td>
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<tr>
<td>% (Goal)</td>
<td>10.7%</td>
<td>8.6%</td>
<td>11.7%</td>
<td>13.9%</td>
<td>15.1%</td>
<td>180%</td>
<td>&gt;13%</td>
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<tr>
<td><strong>Hispanics</strong></td>
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<tr>
<td># Admitted (Goal)</td>
<td>123</td>
<td>103</td>
<td>128</td>
<td>169</td>
<td>190</td>
<td>180</td>
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<tr>
<td>% (Goal)</td>
<td>9.6%</td>
<td>8.6%</td>
<td>11.7%</td>
<td>13.9%</td>
<td>15.1%</td>
<td>180%</td>
<td>&gt;13%</td>
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<tr>
<td># Admitted (Goal)</td>
<td>96</td>
<td>86</td>
<td>86</td>
<td>94</td>
<td>99</td>
<td>120</td>
<td>&gt;13%</td>
</tr>
<tr>
<td>% (Goal)</td>
<td>6.1%</td>
<td>7.2%</td>
<td>7.2%</td>
<td>8.8%</td>
<td>9%</td>
<td>12%</td>
<td>&gt;13%</td>
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<tr>
<td><strong>Women</strong></td>
<td></td>
<td></td>
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<td># Admitted (Goal)</td>
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<td>192</td>
<td>188</td>
<td>264</td>
<td>278</td>
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<td>15.8%</td>
<td>21.5%</td>
<td>22%</td>
<td>21.7%</td>
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<tr>
<td><strong>Scholars</strong></td>
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<td>377</td>
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<td>35%</td>
<td>46%</td>
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<td><strong>Leaders</strong></td>
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<td>326</td>
<td>327</td>
<td>322</td>
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<td>27.3%</td>
<td>27.5%</td>
<td>25.5%</td>
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<td>&gt;13%</td>
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<tr>
<td><strong>Athletes</strong></td>
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</tr>
<tr>
<td># Admitted (Goal)</td>
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<td>210</td>
<td>210</td>
<td>250</td>
<td>256</td>
<td>465</td>
<td>&gt;13%</td>
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<tr>
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<td>15.9%</td>
<td>18.5%</td>
<td>17.5%</td>
<td>21.5%</td>
<td>21.5%</td>
<td>35%</td>
<td>&gt;13%</td>
</tr>
<tr>
<td><strong>Soldiers</strong></td>
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<td></td>
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<td># Admitted (Goal)</td>
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<td>129</td>
<td>200</td>
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<td>256</td>
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<tr>
<td>% (Goal)</td>
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<td>10.8%</td>
<td>7.6%</td>
<td>6.5%</td>
<td>5.9%</td>
<td>&gt;13%</td>
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</tbody>
</table>

Class Size: 1261 1192 1193 1212 1262 1302 33%

### Admissions Update

#### Classes 2018-2021 Comparison* (USMA, USAFA, USNA)

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
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<td>Women</td>
<td>3,780</td>
<td>2,993</td>
<td>4,264</td>
<td>3,786</td>
</tr>
<tr>
<td>Black</td>
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<td>1,558</td>
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<tr>
<td>Hispanic</td>
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<tr>
<td>Athletes</td>
<td>863</td>
<td>489</td>
<td>N/A</td>
<td>755</td>
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*Initial Class Data as of the last week of January for each class cycle
Build and Sustain Diverse and Effective Teams
USMAPS Update

Imperative 2: Foster Relevance and Preeminence
USMAPS MISSION IAW with DoDI 1322.22: Academy Preparatory Schools, dated September 24, 2015:

To motivate, prepare, and evaluate select candidates in an academic, military, moral, and physical environment, to perform successfully at the United States Military Academy.

KEY MEASURE OF EFFECTIVENESS: Academy Prep to Academy Entrance Ratio 70% or greater

<table>
<thead>
<tr>
<th>USMAPS Class Year</th>
<th>USMAPS to USMA Admission Percentage</th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td># Entering USMAPS</td>
<td># Entering USMA</td>
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<tr>
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</tr>
<tr>
<td>2015</td>
<td>237</td>
<td>196</td>
</tr>
</tbody>
</table>
Diverse Leaders to Serve

Brandon Whittington, USMA ’13
Former USMA 1st Captain

Mark McGinnis, USMA ’17
Schwarzman Scholar

Andrew King, USMA ’17
Army Football Team Captain

CC Melissa Czarnogursky, USMA ’21
Cadet Candidate Battalion Commander

Build and Sustain Diverse and Effective Teams

SHARP Update

Imperative 2: Foster Relevance and Preeminence
Incident Reporting Trends

<table>
<thead>
<tr>
<th>Annual Year</th>
<th>Unrestricted (incl conversions)</th>
<th>Restricted</th>
<th>Conversion</th>
<th>Substantiated</th>
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<tbody>
<tr>
<td>14-15</td>
<td>18</td>
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<td>15-16</td>
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<td>16-17</td>
<td>15</td>
<td>18</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

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

EverFi Consultation

Take-aways

Mission: Support campuses in making transformative impact on critical issues that impact their institutions and the lives of their students.

- Develop SHARP Strategy to align with USMA Strategic Plan
- Identify inputs, activities & outcomes related to SHARP initiatives
- Establish SHARP goals to increase knowledge to change attitudes towards enacting pro-social behaviors
- Create short-term, intermediate & long-term milestones
- Create an inventory of all SHARP related activities across Academy
- Apply 9 Principles of Effective Prevention Programming for SHARP-oriented activities
- Evaluate the application of CASHA as peer educators
- Assess integrating prevention expertise into SHARP education
Sexual Assault Awareness Month
2017 Events

CASHA Luncheon
23 March 2017
Tony Porter – “A Call to Men”
“…to prevent violence against women while promoting a healthy, respectful manhood.”

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

Walk a Mile
in observance of Sexual Assault Awareness & Prevention Month (SAAM)
12 April 2017
Thayer Statute
1100-1700

Denim Day & Take Back the Night Vigil
11 April 2017
Central Area
1915-2000

Practice Effective Stewardship

Imperative 2: Foster Relevance and Preeminence
Athletic Department Update

Imperative 2: Foster Relevance and Preeminence

Athletic Department Transition Timeline

- NDAA passes
- Cooperative Agreement signed
- 1 Jul 17
- Steady State Operations
- Initial Operations Personnel Transitions
- 1 Mar 17
- 65 personnel transition to Army West Point Athletic Association (AWPAA)

Final Phase:
- Additional personnel transition
- Date: TBD
Hospital Update

Imperative 2: Foster Relevance and Preeminence

FY17 National Defense Authorization Act
Healthcare Reform Concerns

- 23 DEC 16: NDAA Law Signed – Year of Healthcare Reform
  - Joint Health Service Enterprise Transformation
  - TRICARE Reform
  - Transfer certain responsibilities from Military Departments to the Defense Health Agency (DHA)
    - TRICARE and Military Health System (Sec 702 & 703)
    - Healthcare Administration
    - Other Health Care benefits
    - Reports and Other Matters
- Sec 702: Reform of the DHA & Military Hospitals
  - Change to organizational structure
    - DHA will have ownership
    - Local Commanders (Superintendent) not in organization
- Sec 703: Hospital criteria defined as:
  - Inpatient Medical Centers
  - Inpatient Small Hospitals
  - Outpatient Ambulatory Care Centers

  West Point risks losing inpatient care for cadets
Healthcare Reform (cont’d)

- USMA Concerns
  - Loss of Commander’s input into organizing structure
  - Risk to lose all inpatient care for our unique cadet population

- BOV Assistance
  - SEC 702: Draft implementation plan submitted to SASC/HASC in MAR 17
  - SEC 702: Final implementation plan to HASC/SASC MAR 18
  - SEC 703: MHS modernization study submitted to HASC/SASC SEP 17

Facilities Update

Imperative 2: Foster Relevance and Preeminence
FY16 Submission:
Unspecified Minor Military Construction (UMMCA)
- Lusk Water Line; $2.25M
- Status - Unfunded, resubmit 30 Jun 2017

3 Dec 2016 Traditional MILCON FY19-23
- FY23 #1 Multi-Purpose Academic Center; $89M
- FY23 #2 Parking Structure; $30M
- Long Range, Cemetery Reclamation; $20M
- Status - Unfunded

Army considering the following:
- FY18 Cemetery Reclamation
- FY19 Multi Purpose Academic Center (MPAC)
- FY21 Parking Structure

MPAC and Parking Structure have been submitted and subsequently unfunded for the last 4 years.
USMA

- Loading Dock Lab
- Open to elements
- Cramped space
- Inadequate ventilation
- Insufficient clearance
- Teaching / Learning not aligned with facility
- Delinked from classrooms
- Uninspiring

Competing University

- Modern Lab
- Conditioned space
- Sized for use
- Well lit and ventilated
- High bay with hoisting
- Co-located with classrooms
- Fosters innovations / creativity
- Teaching / Learning method complemented by building architecture

Cadet Barracks

13 Scott $51M Completed
14 Mac Short $49M Completed
15-16 Mac Long $62M Construction end Oct 2017
16 Pershing $74M Construction start Mar 2017
17-18 Eisenhower $100M Design Funded, $7M
18 Grant $63M
19-20 Bradley $145M
20 Lee $38M
21 Sherman $51M

Program complete 2023
Academy Building Upgrade Program (ABUP)

- 9 year program, six buildings, temporary facilities required
- Major renovations: corrects failing building systems, life safety code compliance, departmental floor plan reprogramming, and overall modernization to university standards
- Cost: +/-$711M

Culture of Excellence and Winning

Imperative 2: Foster Relevance and Preeminence
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 Maarmama, IV Class, by the President of Estonia for his work in promoting cyber defense cooperation.

Graduate Scholarship Winners

Christian Nattiel
Rhodes Scholar
(University of Oxford, UK)

Samuel Rappert
Marshall Scholar
(King’s College, UK)

Bethany Russell
Schwarzman Scholar
(Tsinghua University, China)

Mark McGenies
Schwarzman Scholar
(Tsinghua University, China)

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

Timothy McLaughlin
Schwarzman Scholar
(Tsinghua University, China)

Don Stanley Dunay
Schwarzman Scholar
(Tsinghua University, China)

Patrick Dancer
Yenching Scholar
(Peking University, China)

Jacob Bishop
Yenching Scholar
(Peking University, China)

Since 2013
- 5 Rhodes
- 8 Marshall
- 1 Mitchell
- 6 Schwarzman
- 9 Fulbright
- 18 Rotary
- 4 East-West
- 3 Yenching
- 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)
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
Men’s Tennis: 8-5
Men’s Tennis: 7-6
Baseball: 2-7

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

Leadership In The Corps
- CDT Marcos Arroyo (Men Soccer) CBT I Commander
- CDT Hugh McConnell (Strength) – First Captain
- CDT Alyvia Chapman (Rabble Rouser) – BDE Command Sergeant Major
- CDT Adam Kratch (Men’s Basketball) – Deputy Brigade Commander
- 2 Regimental Commanders
- 5 Brigade Primary Staff Officers
16 Competitive Club Sports
- Men's Boxing *
- Women's Boxing 
- Climbing
- Crew
- Cycling**
- Equestrian
- Fencing*
- Judo* 
- Marathon

** At 16-17 National Champion (season in progress)
* At 15-16 National Champion
☆ At 17 Victory over Navy
☆☆ At 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

Academic Club Excellence
- Model UN ☆
- Debate ★
- Orienteering *
- Speech and Parliamentary Debate *
- Ethics Debate**
- Competitive Cyber Team ★★

** At 16-17 National Champion
☆ At 15-16 National Champion
☆☆ At 17 Victory over Navy
☆☆☆ At 17 Victory over Air Force
### Culture of Excellence
#### Upcoming Key events at USMA

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Plebe Parents Weekend</td>
<td>10-12 Mar</td>
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<tr>
<td>Foreign Academy Exchange Program Visit</td>
<td>10-19 Mar</td>
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<tr>
<td>Spring Break</td>
<td>11-19 Mar</td>
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<tr>
<td>Chilean International Patrol Competition</td>
<td>13-15 Mar</td>
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<tr>
<td>Sexual Assault Awareness Month</td>
<td>20 Mar–14 Apr</td>
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<tr>
<td>15th WP Diversity Leadership Conference</td>
<td>21-23 Mar</td>
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<tr>
<td>Admissions Minority Visit</td>
<td>23-25 Mar</td>
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<tr>
<td>Calabro Night of the Arts</td>
<td>24 Mar</td>
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<tr>
<td>Foreign Academy Exchange Program Host</td>
<td>25 Mar–2 Apr</td>
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<tr>
<td>Civ-Mil Conference</td>
<td>31 Mar</td>
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<tr>
<td>McDonald Cadet Leadership Conference</td>
<td>29 Mar–2 Apr</td>
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<tr>
<td>NY Mets Pre-season game</td>
<td>31 Mar</td>
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<tr>
<td>Sandhurst</td>
<td>7-8 Apr</td>
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<tr>
<td>Cyber Defense Exercise</td>
<td>10-14 Apr</td>
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<td>DAD Congressional Visit</td>
<td>19-21 Apr</td>
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<td>Mission Command Conference</td>
<td>20 Apr</td>
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<td>NCAA Men's Gymnastics Championships</td>
<td>20-22 Apr</td>
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<td>Inter-Service Academy Parachute Competition</td>
<td>21-23 Apr</td>
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<tr>
<td>38th Annual WP National Orienteering Meet</td>
<td>22-23 Apr</td>
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<td>National Scout Meet</td>
<td>22-23 Apr</td>
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<td>Senior Conference 53</td>
<td>23-25 Apr</td>
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<tr>
<td>Boy Scout Camporee</td>
<td>28-30 Apr</td>
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<td>Retiree Appreciation Day</td>
<td>29 Apr</td>
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<tr>
<td>Executive Steering Group Meeting</td>
<td>2 May</td>
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<tr>
<td>Projects Day</td>
<td>4 May</td>
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<tr>
<td>Graduation Day</td>
<td>27 May</td>
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#### Discussion
### Case Disposition Status

#### AY 2014-15

<table>
<thead>
<tr>
<th>Substantiated with Action</th>
<th>Incidents</th>
<th>Finding/Sanction</th>
<th>Ongoing Investigation</th>
<th>Not Substantiated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abusive Sexual Contact (AbSC)</td>
<td>1</td>
<td>Founded, Court Martial (guilty)</td>
<td></td>
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<tr>
<td>Aggravated Sexual Contact (AgSC)</td>
<td>2</td>
<td>Founded - Subject received GOMOR</td>
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<tr>
<td>Sexual Assault (SA)</td>
<td>3</td>
<td>Founded, Misconduct Investigation, Separated</td>
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<tr>
<td>Sexual Assault (SA)</td>
<td>4</td>
<td>Founded, Resignation ILO Court Martial</td>
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<td>Founded, not guilty Court Martial</td>
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<td>Sexual Assault (SA)</td>
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<td>Founded, subject separated</td>
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<td>Sexual Assault (SA)</td>
<td>7</td>
<td>Founded, Separation</td>
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<tr>
<td>Sexual Assault (SA)</td>
<td>8</td>
<td>Founded - Other misconduct</td>
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<tr>
<td>Sexual Assault (SA)</td>
<td>9</td>
<td>Founded - GOMOR</td>
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#### AY 2015-16

<table>
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<tr>
<th>Substantiated with Action</th>
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<th>Finding/Sanction</th>
<th>Ongoing Investigation</th>
<th>Not Substantiated</th>
</tr>
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<tr>
<td>Abusive Sexual Contact (AbSC)</td>
<td>1</td>
<td>Founded, GO Art 15; Show Cause Board for Separation</td>
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<tr>
<td>Aggravated Sexual Contact (AgSC)</td>
<td>2</td>
<td>Founded, GOMOR</td>
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<tr>
<td>Sexual Assault (SA)</td>
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<td>Founded, Non-Judicial Punishment</td>
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<tr>
<td>Sexual Assault (SA)</td>
<td>5</td>
<td>Founded, GO Art 15; Separation action</td>
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<td>Sexual Assault (SA)</td>
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<td>Founded, Chilean Military Academy separated the subject</td>
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<tr>
<td>Sexual Assault (SA)</td>
<td>7</td>
<td>Founded, Sanction for subject with leadership</td>
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### Comments

- Cases split between CM and MI process
- 1 retaliation report - did not meet criteria
- On-post CM not-guilty outcome - likely a chilling effect for victim confidence in the system

### Sanctions

- All cases result in UCMJ or GOMOR sanctions
Incident Reporting Trends

<table>
<thead>
<tr>
<th>Annual Year</th>
<th>Unrestricted (incl conversions)</th>
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<th>Conversion</th>
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</thead>
<tbody>
<tr>
<td>16-17</td>
<td>15</td>
<td>18</td>
<td>5</td>
<td>4, with 11 pending</td>
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<table>
<thead>
<tr>
<th>No.</th>
<th>Date of Report</th>
<th>Date of Incident</th>
<th>Days to CID Report</th>
<th>Victim</th>
<th>Jurisdiction</th>
<th>Civ. Decl.</th>
<th>Penetration or Contact</th>
<th>Probable Cause</th>
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<tbody>
<tr>
<td>1</td>
<td>11-Jul-16</td>
<td>7-Jul-16</td>
<td>4</td>
<td>CDT-F</td>
<td>USMA</td>
<td>No</td>
<td>Penetration</td>
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<tr>
<td>2</td>
<td>18-Oct-16</td>
<td>8-Oct-16</td>
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<td>CIV-M</td>
<td>CIV</td>
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<td>Contact</td>
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<td>7-Oct-16</td>
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<td>4</td>
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<td>26-Oct-16</td>
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<td>11</td>
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<td>5-Nov-16</td>
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<td>CDT-F</td>
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<td>31-Jan-17</td>
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<td>108</td>
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<td>CDT-F</td>
<td>USMA</td>
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<tr>
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<td>USMA</td>
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<td>Penetration Pending</td>
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<tr>
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<td>20-Feb-17*</td>
<td>11-Nov-16</td>
<td>101</td>
<td>CDT-M</td>
<td>CIV-F</td>
<td>USMA</td>
<td>No</td>
<td>NA** Pending</td>
</tr>
<tr>
<td>15</td>
<td>15-Feb-17</td>
<td>13-Nov-16</td>
<td>96</td>
<td>CDT-F</td>
<td>CDT-M</td>
<td>USMA</td>
<td>No</td>
<td>Penetration Pending</td>
</tr>
</tbody>
</table>

* On or about, since no subsequent ROI issued in this case.

Key trends of Officers Assigned to West Point

- Attracts high quality officers. Junior Officers selected to serve at West Point arrive with substantially higher BZ selection rates compared to non-assigned peers.
- Reduces BZ selection of officers by 10 percentage points. After completing a West Point assignment, USMA faculty are promoted BZ to LTC at lower rates than their non-assigned peers.
- Does not adversely impact PZ selection of officers. USMA Officers regain their board competitiveness over non-assigned peers, being 10 percentage points more likely to be selected in their PZ LTC board.
- Adversely impacts the BN CMD selection of officers who serve on faculty. Despite being selected BZ to MAJ at higher rates, USMA faculty are selected for BN CMD at nearly the same rate as their non-assigned peers.
- It aligns well with a transition to a Functional Area. Officers transfer to functional areas during their tenure at West Point at higher rates than their non-assigned peers.

BZ/PZ Selection rates to MAJ, LTC, and Battalion Command selection rates vary significantly across West Point Assignment
• DODEA will charge tuition of $22,000 per student to attend the West Point Middle and Elementary Schools
  • 27 students are currently enrolled
  • Bill is 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.
  • 9 of Students enrolled
  • Bill is approximately $117,000
Introduction

Board Business

Approval of Minutes from March Meeting
Fall Meeting Date

Superintendent Topics

2nd Semester Highlights

Strategic Imperative 1: Develop Leaders of Character

Sandhurst competition at West Point
BOLC (Basic Officer Leader Course) Performance
MIADs/AIADs (Military Individual Advanced Development/Academic Individual Advanced Development)

Strategic Imperative 2: Foster Relevance and Preeminence

Build Diverse and Effective Teams

Class of 2021 Profile
SHARP Update

Faculty and Staff Excellence

Faculty Blend of Excellence
Faculty in the Summer
BLDP (Benavidez Leader Development Program) Success

Intellectual Capital

Projects Day

Stewardship

Future and ongoing construction

Culture of Excellence
MINUTES
BOARD OF VISITORS ANNUAL MEETING
July 10, 2017
West Point, NY

1. DESIGNATED FEDERAL OFFICER’S REMARKS. Colonel (COL) Mark Bieger 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. Congressman Womack welcomed everyone and thanked them for attending the meeting and noted the high turnout of members. He then introduced the newest Congressional members, including Senator Jerry Moran of Kansas, Congresswoman Stephanie Murphy, from Florida’s 7th District, and Congressman Tom Rooney, from Florida’s 17th District, and a former instructor at West Point.

3. SUPERINTENDENT’S REMARKS. The Superintendent welcomed the members for making the time to attend the meeting and introduced the three new Congressional members, Senator Jerry Moran (KS), Congresswoman Stephanie Murphy, Congressman Tom Rooney and introduced the Senior Official Performing the Duties of the Assistant Secretary of the Army for Manpower and Reserve Affairs, Ms. Diane Randon. He then introduced two new members of the USMA staff, Brigadier General (BG) Steve Gilland, Commandant of Cadets and COL Mark Bieger, USMA Chief of Staff. Lieutenant Colonel (LTC) Charcillea (Charcy) Schaefer and Major (MAJ) Shawn Schroeder, both from the Office of Congressional Legislative Liaison (OCLL), were recognized for their work in coordinating and ensuring a high number of congressional members of the Board of Visitors attended the meeting. LTG Caslen then went over events that occurred at West Point since the March meeting and announced the USMA Band’s 200th Anniversary. He also mentioned that the Band’s and Glee Club’s recent appearance on the Macy’s 4th of July Fireworks show on NBC TV was viewed by more than 40 million viewers, generating the equivalent of more than 300 million dollars in advertising. Reception Day saw more than 1,200 new Cadets for the Class of 2021 enter West Point.

4. MS. RANDON’S REMARKS. Ms. Randon thanked everyone for attending the meeting, and introduced herself as a career civil servant in the Senior Executive Corps, who was moved into her current position in January, when the new administration came in. Mr. Speer and the Chief of Staff of the Army reiterated that readiness is the Army’s number one priority. She was pleased that LTG Caslen continues to develop the readiness of the Academy. Seeing the Cadet barracks upgrades, Davis Barracks, and the facilities at Camp Buckner was insightful. In closing, she thanked the Members of Congress and Appointees for supporting and LTG Caslen’s efforts.

5. ADMINISTRATIVE ANNOUNCEMENTS. COL Bieger, USMA Chief of Staff, noted the last meeting of the Board of Visitors was held in Washington, DC, on 9 March 2017;
a quorum was present and the Board of Visitors received updates on the following significant events since the last Board of Visitors meeting: Introductions and Board Business; Strategic Imperative 1: Develop Leaders of Character: Inspiration to Serve, Sandhurst Competition at West Point, Summer Individual Advanced Development Experiences; Strategic Imperative 2: Foster Relevance and Preeminence: Build Diverse and Effective Teams, Class of 2021 Profile, SHARP Program; Faculty and Staff Excellence: Faculty Blend of Excellence, Benavidez Leadership Development Program; Intellectual Capital: Projects Day; Stewardship: Athletic Department Transition Update, Future and Ongoing Construction; and Culture of Excellence. Included with the agenda, were the following handouts: Minutes from the March 2017 meeting, the final Strategic Plan 2017-2022, three recommend designs for a Board of Visitors challenge coin, and a letter from Major W. Michael Petullo regarding Transgender Soldiers.

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. Approval of the minutes from the 9 March Board of Visitors. Congressman Womack entertained a motion to approve the minutes from the 9 March 2017 meeting; Ms. Sue Fulton made the motion and it was seconded by Mr. Black. The minutes were approved unanimously.

   b. Update of the 2016 Annual Report. The Annual report is almost ready to be compiled, printed, and mailed. Most signatures have been received and only a few were still needed. The draft annual report would be e-mailed when finalized by the DFO requesting signatures.

   c. The date of the next meeting of the Board of Visitors was discussed. Two dates were chosen, one in conjunction with a home football game (Friday, 20 October 2017) versus Temple on 21 October 2017 and the Thayer Award Presentation on 19 October. This year’s recipient is former President George W. Bush. The other date is in Washington, DC (14 November 2017). After discussion, a motion was made to set the date of 20 October 2017, in the morning, for the Annual meeting of the USMA Board of Visitors and seconded. By unanimous vote, the date of the next meeting is 20 October 2017, at West Point, NY to be held in conjunction with the Thayer Award Presentation and Temple vs. Army home football game.

   d. The final item of Board Business was in two parts:

      (1) Vote on whether the US Military Academy Board of Visitors should have a challenge coin to be given to individuals for acts of exceptional service, achievement, and special recognition

      (2) Vote on the design of the coin, from three designs available.
The cost of the coins include a $80 setup cost and the cost per coin would be $5.75. A member brought up the issue of when challenge coins would be produced and how to determine the criteria for giving out the coins. Ms. Fulton made the motion for the Board to authorize the creation and production of the challenge coin and it was seconded by Congressman Rooney. The motion passed unanimously. Three coin designs were presented to the Board members (see Appendix C). Ms. Fulton made a motion to accept design 1, which includes the words, “Go Army! Beat Navy!” The motion was seconded. The motion to accept design 1 was passed unanimously.

8. OTHER BOARD BUSINESS.

None.

a. USMA UPDATES.

LTG Caslen thanked everyone again for attending and then began his update to the Board. He discussed key events that occurred between the last Board meeting and today, including Plebe Parent Weekend; a Foreign Academy Exchange Visit in which USMA sends Cadets across the globe to different academies; Sprint Break; Sexual Assault Awareness Month; the Civil-Military Conference, done in conjunction with Princeton and Yale Universities; and hosting of the NCAA Gymnastics Championship and the National Orienteering Competition, which USMA won for the 15th year in a row. 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) Leader Development: Produce military leaders prepared to fight and win America's Wars and ensuring the following:

(a) Honorable Living. Develop leaders who live honorably 24/7, who espouse the values of Duty, Honor, Country and the values of the Army.

(b) 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 secure both physically and emotionally.

(c) Winning Culture. Develop leaders who build a culture of excellence and winning in everything we do; win honorably, not changing our standards nor who we are.

(d) Diversity. Develop leaders who recognize and leverage the power of diverse teams. Continue to build and retain a diverse team at USMA, both within staff and faculty, and the U.S. Corps of Cadets.

(2) Force Protection. Ensure West Point remains a safe and secure installation for the Corps of Cadets, Staff and Faculty, their Families and our guests.

(3) New York City Engagement. Continue to build our partnerships with New York City to enhance Cadet development and enrich our connection with the American people.

(4) BEAT NAVY! Beat Navy Again!!

The newly updated strategic plan, with two imperatives was built from USMA’s vision and mission statements. Imperative 1 is to Develop leaders of Character. Imperative 2 is to Foster Relevance and Preeminence. The outcomes and goals of Imperatives 1 and 2 are listed at Appendix B.

b. Commandant of Cadets: BG Steve Gilland took over where LTG Caslen left off, by briefing the Board members on the U.S. Corps of Cadets' (USCC) "Inspiration to Serve" series, which was originated about 12 years ago and has several events. Its target is USMA Yearlings, or Sophomores.

(1) West Point Cemetery Tour: Led by parents, spouses, widows, children and 50-year affiliates, through the West Point Cemetery. The tour spans generations from the Civil War to the Vietnam War, and to ongoing conflicts. The tour highlights Academy graduates who made the ultimate sacrifice in service to the Nation.
(2) Gettysburg Staff Rides: Twice a year, at the beginning of each semester. This staff ride brings together the Cadet Leadership to learn the values and character traits that were exhibited during the battle of Gettysburg. It also serves to bring Cadet leaders together and work as a team and prepare goals for the academic year, as they assume leadership of the Corps of Cadets.

(3) Sandhurst Competition: The US Corps of Cadets won this competition this year, and has won the competition only three times in the past 25 years. This year, three of the four top teams came from the Corps of Cadets. The competition takes place over 36 hours; the Cadets travel approximately 27 miles and conduct a variety of military tasks in different situations, which include military skills, support of local forces, confidence building, treatment of a casualty, and final movement back to the garrison-proper.

(4) Cadet Summer Training: Cadet Summer Training (CST) is 90 days long and is directed by the following:

(a) Graduation at the end of May

(b) Reception Day (R-Day), which this year was July 3, 2017

(c) Physical Individual Advanced Development (PIAD), which is also governed by the National Collegiate Athletic Association (NCAA)

(d) March Back, which this year is August 14

(e) The First Day of classes, which is August 21.

(5) Multiple elements make up the Cadet Summer Training program, as listed below:

(a) The Summer Garrison Regiment, which is the administrative leadership of CST and responsible for the summer term academic program

(b) Military Individual Development Programs

(c) Academic Individual Development Programs

(d) Physical Programs

The Cadet Basic Training 2 detail arrived this weekend and will go through a leader training program in the next two weeks in order to assume control of the New Cadets on July 23. BG Gilland then briefed the Board members on the Cadet Basic Training program, a two-week Leader Training Program, which will conduct a two-week leader training program prior to R-Day as the Cadets prepare to receive civilians and transform them into new Cadets and Soldiers. Cadet Basic Training is about six weeks long.
Cadet Summer Training ends in the middle of August with a 5-day training exercise, then the 12-mile march-back to West Point.

(5) Cadet Field Training takes place in two segments. The first is primarily centered around Corps Squad (recruited) athletes and the second is ongoing now and will continue through the month of July. The focus for the program is rising yearlings, or Juniors. It also ends in a five-day field training exercise, including a water obstacle course and on the last day a seven and a half mile run-back from Camp Buckner to West Point. Once the Cadets complete Cadet Field Training successfully, they are promoted to Cadet Corporal and assume leadership positions for the academic year. CFT is also the “living laboratory” for the MS100 class the Cadets participate in during their Plebe, or Freshman, year.

(6) Cadet Leader Development Training. Both the First and Second year classes (Juniors and Seniors) participate in this program. The First Class, or Seniors, make up about 80 percent and the Second Class, or Juniors, make up the other 20 percent of the class. The training is modeled after a phase of Ranger School in which Cadets rotate through various leadership positions and lead a squad and a platoon through the following operations:

(a) A raid

(b) A platoon attack

(c) An ambush

(d) A deliberate defense

Cadet Leader Development Training is also a military lab to MS200 and 300 series second and third classes (sophomores and juniors) take during the academic year.

(7) Senior Leader Experience. This program is run by the Directorate of Admissions and is conducted at the end of May or the first part of June. Approximately 1,100 prospective Cadet Candidates from high schools across the country participate. The prospective Cadet Candidates spend a week at West Point in various academic and military training to gain a perspective on the Military Academy.

(8) Youth Impact Program. This program is part of the Military Academy’s relationship with New York City and its schools. Approximately 120 youth are brought to West Point for a two-week period. 19 Cadets participated as leaders to execute both classroom and team-building skills. The classroom focus was on science and math, while the central point of team-building was flag football, however the youth were introduced to other programs to motivate them.
To close, BG Gilland provided a snapshot of where Cadets traveled overseas for Individual Military Development during Cadet Summer Training. The slides with this information are at Appendix B.

c. Dean of the Academic Board: BG Cindy Jebb, Dean of the Academic Board, provided an update to the Board on the summer academic program and academic internships happening across the world. She mentioned she co-taught a course called “Winning the Peace” and told the Board about one of the last lessons, in which the class Skyped in with General (Retired) McChrystal, and asked him what the best advice he would give the students before they departed would be. His response was “Travel. Travel as much as you can.” Traveling allows for learning about different cultures and engaging people from all across the globe. It’s all about graduating self-aware, principled, confident and humble servants. She then shared a story about a book her daughter gave her a few months ago, written by Gloria Steinem titled, “My Life on the Road” which led to her relaying what General Milley, the Chief of Staff of the Army, charged USMA to do: not just graduate critical thinkers, but independent thinkers. She then provided a snapshot of Cadet summer internships around the world (Appendix B). There are about 400 Cadets around the world and another 600 Cadets in the United States. BG Jebb mentioned members of the Board who had Cadet interns: Senator Gillibrand, Senator Burr, and Congressman Maloney. Cadets are in Tajikistan, Haiti, and other Cadets working with the Tank Automotive Research Development Center (TARDEC), figuring out how best to introduce complex programs into autonomous vehicles.

The Dean then briefed the Board members on Strategic Imperative 2, Foster Relevance and Preeminence. She had the opportunity to show the members at the March meeting how the rotating military faculty component, when they go back to the operational Army, contributes in phenomenal ways. Some members of the Board of Visitors were, at one time, rotating military faculty at USMA. She then discussed the faculty and its blend of excellence in what they do. All faculty members go through academic credentialing and promotion process, if they are to be academically promoted – military and civilian alike. The following professors were highlighted (Appendix B):

(1) Dr. Elizabeth Samet, Committee Chair, Academic Credentialing and Promotion

(2) Dr. Melinda Kalainoff, Chemistry and Life Science

(3) Dr. Heise Gibson, an Academy Professor who will be in Systems Engineering

(4) COL Ed Naessens, Professor and Head of Physics and Nuclear Engineering

She charged the department heads to have a “foot firmly planted” in both the military and academic world, as USMA’s curriculum is not just competitive across higher education, but also must meet the needs of the Army. An example was Projects Day, where Cadets and faculty work on the Army’s problems; it’s the reason USMA has a
particle accelerator, for the Cadets to understand the theory behind it, for when they think of future war and future conflict in space, it’s the kind of learning needed.

She finished her update by mentioning she would be going to Fort Carson to talk with commanders about assignments to West Point and to talk with recent graduates and junior officers. The Dean’s Office made sure the MILPER (military personnel) message will include that faculty assignments go on their list of broadening assignments to ensure the best talent pool and a diverse faculty at West Point.

Ms. Elizabeth McNally asked if there was tenure for civilian faculty members. The answer is no. Title 10 Professors are on “term” appointments for a specific amount of time. Associate Professors’ terms range from six to ten years. Most Title 10 Professors terms are renewed unless something occurs that would preclude their terms being renewed, such as committing a felony. Every term appointment is considered a “hiring action” and due to the hiring freeze, the Dean’s ability to re-appoint Professors was difficult, but could have been worse. USMA is exploring a permanent mechanism for appointing Title 10 Professors, however there is a need to understand second-order effects of this decision. The discussion led to Ms. Fulton mentioning that officers are being told in the field USMA is a ‘career limiter’ assignment and asked if this was correct. BG Jebb responded that USMA is changing this by ensuring the Departments have a network in the Army, and know senior leaders in their field so if help is needed in the field, it is there. An assignment to USMA is an opportunity to be a key developmental position. LTG Caslen pointed out that the statistics show the promotion rates to Majors and Lieutenant Colonels for faculty and TAC officers, on the Commandant’s side, exceed the Army average. Selection rates for Lieutenant Colonel exceed the Army average, so this a myth that needs to be debunked. BG Jebb followed up by noting that a few months ago, the “Infantry Newsletter” had a full page about the importance of a faculty assignment to West Point. After additional discussion, BG Jebb introduced CSM Dawn Rippelmeyer, US Corps of Cadets Command Sergeant Major.

CSM Rippelmeyer gave a brief update on the Benavidez Leader Development Program for NCOs. The program is a unique development program focused on NCOs. The program is done in conjunction with Columbia University; it is a three-week program. The first week is spent at USMA, with the Behavioral Science & Leadership department, then the NCOs spend two weeks at Columbia University at a Masters-level education program. The focus for the program is mainly TAC NCOs who work with the Brigade Tactical Department, however it has been expanded to the Prep School and the Department of Military Instruction. Other sister service academies have been invited to participate; the Coast Guard has sent a NCO each year, however the other service academies haven’t participated. Ms. McNally asked if the NCOs who participate in this program receive credit. The answer is they don’t right now, as there is no requirement the NCOs participating have an undergraduate degree, so Columbia can’t give undergraduate credits. The NCOs get some continuing education credits though.

d. Admissions Update: COL McDonald gave the Board an update on the Class of 2021. There were just under 13,000 applicants, from which 1,243 new Cadets for the
Class of 2021 arrived on Reception Day. The class includes the highest percentage of women entering USMA in a class at 24.3 percent, or 302 women, one of whom is an International Cadet. The Class of 2021 also includes the highest number of African Americans to enter USMA as well, at 208 (two are International Cadets). The Class of 2021 is the most diverse class ever brought into USMA. COL McDonald then compared the Class of 2021 with the classes of 2017-2020 (see Appendix B for the Class of 2021 and Class Comparison). The next topic COL McDonald covered was nomination support. She provided a slide that showed the 16 Congressional districts which, in the past five years, have low or no nominations (see Appendix B). Had each of these congressional districts had the maximum number of nominations, there would have been 50 nominees from each district. On the same slide COL McDonald showed the applications and nominations for each of the Board’s Congressional Members. In some cases, the applications and nominations show little change, while some showed a varying degree of change upward or downward. Congressman Womack asked if inquiries had been made to the 16 districts with few or no nominations in the past five years, and if so, what was the reply? COL McDonald answered that yes, inquiries were made with the Congressional districts and in some cases high school students weren’t reaching out to their Members of Congress or the Members of Congress weren’t nominating someone who had applied. Other factors include students being more interested in the Air Force or Naval academies. Further there is difficulty in the New York City area. There is interest, however sometimes an applicant isn’t a US citizen, other times, they don’t have the academic credentials to get in. This doesn’t mean a Member of Congress can’t nominate an applicant, they can, and the Admissions office could focus on enrolling the students into the Prep School, then USMA. LTG Caslen outlined two initiatives:

(1) The first is working with schools identified by the Charles Hayden Foundation, in which three Companies of Cadets adopt one of six schools in underrepresented and underdeveloped districts of New York City, which is getting great feedback and, as a result, six more schools were added to the initiative.

(2) The second is an outreach effort to bring students from New York City to attend a football game, and this year students from New York City were brought up to attend Projects Day so they could see what Cadets did, which was overwhelmingly positive for the students.

Additional discussion included whether private schools, as well as public schools were included in these programs, the decline in Soldier admission to USMA, and the distinction between "qualified" and "admitted" Cadet Candidates (a "qualified" candidate is qualified academically, medically, physically, and has a nomination; USMA usually has about 2,500 of those a year), and if there is a training program for Congressional staffers who meet with applicants seeking nominations (there is a "Congressional Liaison Week" in which 45 or so Congressional staffers come to USMA for a week of training).
**e SHARP Update:** LTG Caslen began the update by showing the incident reporting trends for the past three academic years. This academic year, the number of unrestricted reported incidents went up significantly from last year. This increase in the number of unrestricted reports indicates confidence in the system and confidence in the chain of command. Several of the restricted reports were converted to unrestricted as well. One of the likely reasons for this increase in reporting is the SHARP Resource Center is in the middle of the Cadet Area, where reporting can be done in a more confidential and private area. Currently, there are nine ongoing investigations. Of the 29 cases eight were probable cause with action, or substantiated, four were not substantiated and three USMA did not have jurisdiction over (USMA had no jurisdiction, and the public magistrate chose not to take action, so the cases were dropped), in five cases, the victim declined to participate in the investigation for various reasons and nine are ongoing investigations. The questions raised by the increased reporting include:

(1) Why is there such an increase in restricted reports?

(2) What is the concern of a victim to do a restricted report, where the victim will get the services, support, and advocacy provided to victims, but can’t be investigated because the report is restricted?

(3) Why restricted reporting versus unrestricted reporting?

(4) What is prohibiting an individual from converting a restricted report to an unrestricted report?

In some cases there is fear of retaliation and reprisal and although there is, in general, fear, in this past year, no incidents of reprisal were reported to the command. In some instances, the victim will think if they report the incident and it’s substantiated it could be a career-ender for the offender. This is one area that needs to be addressed; deconstruct the loyalty to the Corps which seems to inhibit a victim’s willingness to make an unrestricted report. LTG Caslen pointed out one of the actions taken against a Cadet; the Cadet was court-martialed and convicted. He was sentenced to 21 years at Fort Leavenworth, KS. Of the other seven cases that have probable cause, with action, were dealt with through misconduct investigations and then adjudicated by the Commandant, Brigade Boards, etc. One case resulted in a turn-back.

LTG Caslen showed some of the ways fear of reprisal manifests itself within the Corps of Cadets using social media (Appendix B). Column 1 shows how cadets reacted to a film called “Audrey and Daisy” with empathy, which is how the USMA command wants to see Cadets react to sexual assault/victim reprisal. “Crowd-sourcing” and “victim blaming” are what is usually seen and work to reshape social norms, particularly on social media, is still needed. The results of the Sexual Assault General Relations (SAGR) survey Cadets took in the Spring of 2016 were shown to the Board members. While some of the numbers for professional reprisal seemed high, when taken in context with the attributes of regulation or statute, the percentage of reprisal goes down to less than one percent. West Point rated well among the service academies. The
rate of reprisal at West Point, according to the survey, were below the threshold for statistical analysis. The bottom line, indicated by the data, is people reporting incidents of reprisal are being supported by their peers and command, and there is a real fear of reprisal, as seen by the high number of restricted reports.

LTG Caslen then covered the upcoming SHARP Summit in October, with the theme, “Unlocking the Mystery of Human Relationships” and went over some of the events that will occur during the Summit. Several awareness events took place during Sexual Assault Awareness Prevention Month, which LTG Caslen briefed to the members and he showed the directives issued by the Secretary of Defense to the members. At the last Board meeting, Congressional members asked how they could assist USMA in this arena. LTG Caslen provided some examples of how Members of Congress could assist USMA in the nominating process was by assessing a nominee’s character. For example include an essay in the application and in the interview, ask questions and talk about character, and if possible, look at their social media, where the nominee is more likely to post something they think is private, they might never say in public (SHARP Slides are at Appendix B).

f. Projects Day: BG Jubb briefly discussed Projects Day, held on May 4, 2017. There were 389 projects and collaborations with Army and DoD organizations and other colleges. Projects included:

(1) Avey Combat Ball Project (Scott R. Clark Innovation Award Winner)

(2) Cadets, representing three departments, developed a D-Day virtual reality tour/staff ride.

(3) Cadets collaborated with Army Research laboratory and University of Virginia on cross-cultural competence training

(4) Cadets collaborated with DARPA (Defense Advanced Research Projects Agency) to develop effective UAV (unmanned aerial vehicle) swarm tactics

g. ODIA Update: LTC Mark Ray, Deputy Military Athletic Director briefed the members on the ongoing transition of the Army West Point Athletic Association (AWPAA). AWPAA has been able to gain more flexibility and autonomy, become more efficient and effective not just in sponsorships and contracting but also in having part of the athletic department as a non-profit organization. AWPAA now has the ability to have multi-year contracts, such as with their multimedia contract and have gained resourcing through this process. On a smaller scale, efficiencies in travel have also been gained – not having to rely on government travel services allows AWPAA to get more cost-effective trips and better use of their resources. To date, the 165 employees have been transitioned from non-appropriated fund (NAF) to AWPAA; the new structure allows for the increase in pay of some lower-salaried personnel, such as athletic trainers, whose pay was constrained by the NAF pay structure. The challenges remaining are the coaches who reside on West Point, who, as NAF employees, were
able to send their children to the DoDEA schools without tuition. Now, as employees of a private entity, tuition must be paid. The tuition cost for 32 children exceeds $700,000.

**h. Construction Update:** COL Andrew Hanson, Commander of the U.S. Army Garrison West Point gave a brief update and showed a short video. He showed the Board members a chart of all current construction projects, including the Cadet Barracks Upgrade Program (CBUP), which includes the recapitalization of existing barracks and the completion of Davis Barracks; the Multi-Purpose Academic Center (MPAC) and the Cyber & Engineering Academic Center (CEAC), both future projects. Pershing and Eisenhower Barracks are the next set of barracks scheduled for restoration. COL Hanson provided the Board a chart which shows major infrastructure initiative for 2017-2030 (Appendix B). All the current and future projects have an estimated total cost of about $711 million in MILCON projects.

**i. Relevance and Preeminence:** LTG Caslen spoke to the Board about USMA’s relevance and preeminence, including winning and excellence. He provided several examples including graduate scholarships that include one Rhodes Scholar, one Marshall Scholar and several other scholarship winners as well as a number of accomplishments by USMA’s staff and faculty. In the athletic arena, USMA’s Athletic Director, Eugene “Boo” Corrigan was named Athletic Director of the Year for Division 1 and in the field of competition, showed highlights of Army West Point’s winning teams in both the NCAA and in Club sports and teams (see Appendix B). The USMA Band is celebrating its 200th anniversary, which will be celebrated with a special concert on October 29, 2017 at Lincoln Center in New York City.

9. **REMAINING BOARD BUSINESS.**

Representative Womack recognized MAJ W. Michael Petullo, who submitted a statement to the Board regarding his thoughts on transgender Soldiers. MAJ Petullo relayed the concerns he had with transgender Soldiers serving in the Armed Forces to the Board. A copy of MAJ Petullo’s letter is at Appendix C.

10. **ADJOURNMENT.** With no further comments, and having a motion, and second to adjourn, Congressman Womack adjourned the meeting at 11:45am. This concluded the July 10, 2017 Summer Meeting of the USMA Board of Visitors.
Certified by:

STEPHEN A. WOMACK
U.S. Representative
Chairman

OCT 20 2017

DEADRA K. GHOSTLAW
Designated Federal Officer
ATTENDANCE ROSTER

Congressional Members:
Senator Kirsten Gillibrand        Arrived 9:46am    Departed 10:32am
Senator Jerry Moran
Congressman Steve Womack
Congressman Sean Patrick Maloney
Congresswoman Stephanie Murphy
Congressman Thomas Rooney

Presidential Appointees:
Ms. Sue Fulton                     Departed 11:48am
Ms. Bridget Altenburg
Ms. Jane Holl Lute                 Departed 11:48am
COL (Ret) Frederick H. Black, Sr.
Ms. Elizabeth McNally

The following members were absent:

HON Gerald McGowan
Senator Richard Burr
Senator Chris Murphy
Congressman Mike Conaway

Based on the BOV attendance, a quorum was present.

Other attendees:
Ms. Diane Randon, Senior Official Performing the Duties of Assistant Secretary of the
    Army for Manpower and Reserve Affairs
LTC Charcillea Schaefer, SAFM-BUL
MAJ Shawn Schroeder, 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 Mark D. Bieger, 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. Deandra 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 Steve Gilland, Commandant of Cadets (USCC)
CSM Dawn Rippelmeier, USCC Command Sergeant Major
Mr. Eugene Corrigan, Director of Intercollegiate Athletics
Mr. Gaylord Greene, AWPAA
Mr. Matthew Talaber, USMA Engineer/Director of Public Works
COL Erik Christiansen, Staff Judge Advocate
Ms. Lori Doughty, SJA, Academy Counsel
COL Deborah McDonald, Director of Admissions
SFC Joel Figueroa, Superintendent Communications NCO
COL Holly West, USMA G5
MAJ Scot Keith, Public Affairs Officer
COL Eric Sones, Commander, MEDDAC
CSM Kyle Brunell, CSM-MEDDAC
LTC Russell Methvin, Commander, DENTAC
COL Christopher Budias, Commander, USMAPS
CSM Eugene Dydasco, CSM-USMAPS
Ms. Samantha Ross, SHARP Program Manager
Mr. Leslie Brehm, DCS/USMA G-8
Mr. Charles “Bo” Thompson, Sound Engineer
Mr. Scott Blair, Sound Engineer
Ms. Jennifer Linnartz, SJA, Recorder

Legislative Assistants:
Mr. Chad Sydnor (SEN Burr)
Ms. Moran Banai (SEN Gillibrand)
Mr. Alec Johnson (SEN Murphy)
Mr. Will Goodwin (SEN Gillibrand)
Mr. Cullen Lyons (Rep Maloney)

Members of the Public:

Major W. Michael Petullo
Mr. Mike Randall
Dr. Dawn Riegner
Ms. Ann Shaw
Culture of Excellence
Key events at USMA since last BOV

Plebe Parents Weekend 10-12 Mar
Foreign Academy Exchange Program Visit 10-19 Mar
Spring Break 11-19 Mar
Chilean International Patrol Competition 13-15 Mar
Sexual Assault Awareness Month 20 Mar–14 Apr
15th WP Diversity Leadership Conference 21-23 Mar
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NCAA Men’s Gymnastics Championships 20-22 Apr
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38th Annual WP National Orienteering Meet 22-23 Apr
National Scout Meet 22-23 Apr
Senior Conference 53 23-25 Apr
Boy Scout Camporee 28-30 Apr
Retiree Appreciation Day 29 Apr
Executive Steering Group Meeting 2 May
Projects Day 4 May
Graduation Day 27 May
United States Military Academy (USMA) Strategic Plan

“Commitment to Character and Excellence”

West Point Leader Development Outcomes
Upon commissioning West Point graduates will:

- Live honorably and build trust
- Demonstrate military, intellectual and physical competence
- Develop, lead, and inspire
- Think critically and creatively
- Make sound and timely decisions
- Communicate and interact effectively
- Seek balance, be resilient, and demonstrate a strong and willing spirit
- Pursue excellence and continue to grow

Strategic Imperative 1:
Develop Leaders of Character
“What leaders does the Army need in 10, 20 and 30 years?”

Strategic Imperative 2:
Foster Relevance and Preeminence
“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals
- Build and sustain diverse and effective teams
- Develop and provide intellectual capacity
- Promote staff and faculty excellence
- Practice effective stewardship
- Instill and foster a culture of excellence and winning
Cadet Summer Training – OCONUS
Individual Military Development

*CTLT – Cadet Troop Leader Training
2017 Summer Academic Internships (AIADs)

- AIADs (2017)
  - 1067 cadets
  - 422 cadets in 50 countries
  - 645 cadets in 39 states
Faculty Blend of Excellence

Senior Faculty

Junior Civilian Faculty

Rotating Military Faculty

Domains of Faculty Excellence
1. Teaching
2. Scholarship
3. Service
4. Cadet Development
5. Faculty Development

Long-Term Military Faculty (15%)
- Professors USMA: 4%
- Academy Professors: 11%

Civilian Faculty (31%)
- Senior Civilian Faculty: 14%
- Junior Civilian Faculty: 17%

Rotating Military Faculty (54%)
<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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<tbody>
<tr>
<td><strong>African Americans</strong></td>
<td>9.2%</td>
<td>13.6%</td>
<td>15.1%</td>
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<td>108</td>
<td>163</td>
<td>188</td>
<td>180</td>
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<tr>
<td><strong>Hispanics</strong></td>
<td>11.5%</td>
<td>9.7%</td>
<td>9.8%</td>
<td>9.4%</td>
<td>9.6%</td>
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<tr>
<td># Admitted</td>
<td>135</td>
<td>116</td>
<td>122</td>
<td>121</td>
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<tr>
<td><strong>Asians</strong></td>
<td>6.7%</td>
<td>7.9%</td>
<td>7.5%</td>
<td>9.1%</td>
<td>8.4%</td>
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<td>78</td>
<td>95</td>
<td>93</td>
<td>117</td>
<td>105</td>
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<tr>
<td><strong>Women</strong></td>
<td>16.0%</td>
<td>21.8%</td>
<td>22.1%</td>
<td>21.8%</td>
<td>24.3%</td>
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<tr>
<td># Admitted</td>
<td>188</td>
<td>261</td>
<td>275</td>
<td>281</td>
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<tr>
<td><strong>Recruited Athletes</strong></td>
<td>17.9%</td>
<td>21.7%</td>
<td>21.4%</td>
<td>19.7%</td>
<td>26.4%</td>
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<tr>
<td># Admitted</td>
<td>210</td>
<td>260</td>
<td>266</td>
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<tr>
<td><strong>Soldiers</strong></td>
<td>11.0%</td>
<td>7.7%</td>
<td>6.6%</td>
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<tr>
<td># Admitted</td>
<td>129</td>
<td>92</td>
<td>82</td>
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<td><strong>Class Size</strong></td>
<td>1172</td>
<td>1197</td>
<td>1245</td>
<td>1290</td>
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</tbody>
</table>
Social Media (the good, bad & ugly)

If a moderate female friend from her place does that mean I can smash?

Is there a specific practical reason (i.e., you have an awkward layover plans fell through etc) or was it out of the blue?

Smash is a go

It means there's a potential to smash. Obviously you've still got to be on your game and she's got to consent to want it.

“Crowd-sourcing” what we DO see

Empathy---what we WANT to see more frequently

Work remains to reshape social norms

Victim Blaming...what we DO see

How the fuck do you have unconsensual sex with someone in a fucking patrol base? JW is a solid fucking guy too. Something is fishy

"Unconsensual sex"
The word for that is "rape"

Ok, how does one commit rape in a patrol base? I can hardly put a boot on without alerting half the patrol base...
<table>
<thead>
<tr>
<th>SEC DEF Directive</th>
<th>Plan of Action</th>
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<tbody>
<tr>
<td><strong>Reinvigorate Prevention</strong></td>
<td>- Common operating picture of character development and education across the Academy</td>
</tr>
<tr>
<td></td>
<td>- Identify, codify and integrate SA/SH Prevention into CCDP</td>
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<tr>
<td></td>
<td>- Baseline assessment of attitudes, beliefs and experiences — sexual violence and alcohol use</td>
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<tr>
<td></td>
<td>- Healthy Relationships Summit - target key issues of sexual violence prevention and awareness</td>
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<tr>
<td><strong>Enhance Culture of Respect</strong></td>
<td>- Leverage Haven data to inform education program revisions</td>
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<td></td>
<td>- Focus on key sexual violence prevention topics; foster CDT engagement</td>
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<td>- Enhances positive bystander behavior; develops healthy relationship skills; reduces</td>
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<td></td>
<td>- Identify and recognize pro-social behaviors to reset cultural norms towards respect for self and</td>
</tr>
<tr>
<td></td>
<td>- Others</td>
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<tr>
<td><strong>Promote Responsible Alcohol Choices</strong></td>
<td>- Develop targeted interventions on responsible and legal use of alcohol</td>
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<td></td>
<td>- Explore development of alcohol-free social activities</td>
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<tr>
<td><strong>Improve sexual harassment &amp; assault reporting</strong></td>
<td>- Maintain close connection to CDTs for SARC and VA</td>
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<td></td>
<td>- Continue to publicize the SHARP Resource Center</td>
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<td>- Educate CDTs on implementation instructions of SecDef's Jan '17 memo; contains comprehensive definitions of</td>
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<tr>
<td></td>
<td>- Peer-to-peer retaliation, reprisal, maltreatment and ostracizing behaviors (awaiting SecArmy</td>
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<tr>
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<td>- Identify and foster development of skills to support peers involved in SA/SH incidents</td>
</tr>
</tbody>
</table>
**Question:**
How can nominating officials partner with the Academy in the nomination process to introduce the concepts related to treating others with dignity and respect, and healthy attitudes towards personal relationships?

**Thoughts:**
1. An essay on character for nomination packet/process
2. Interview questions during nomination process on character
3. Review social media footprint of nominees at some point in the nomination process

**Reprisal, ostracism, maltreatment follow-up –**
- Army & USMA follow the DoDD 7050.60 Department of Defense prescribed definition and criteria to handle incidents of perceived reprisal, ostracism and maltreatment
- USMA’s prevalence data from 2016 SAGR is inconclusive
- We will work the issue from an educational perspective in the coming year
  - Focus on reinforcing empathy; skill building to take another’s perspective and remain objective
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</table>
Dr. John Brockhaus: National Geospatial-Intelligence Agency Director's Medallion

CPT Michael Kranch & MAJ Andrew Reed: Best Poster Award at the 7th Association for Computing Machinery Conference on Data and Application Security and Privacy

Dr. Brock Barry: American Society of Civil Engineers Fellow

Dr. Katie Daily-Bruckner: Northeast Modern Language Association Book Award.

Col Diane Ryan & CPT Yoon Dunham: Faculty advisors for Cadet Corbin Forum, which was awarded the Leadership through Excellence Award at Joint Women's Leadership Symposium

MAJ Matthew Baideeme: New York Water Environment Association N. G. Kaul Scholarship
Building A Winning Culture: In The Corps and The Classroom

Leaders In The Corps
- CDT Marcos Arroyo (Men Soccer) CBT I Commander
- In AY 2016/17, athletes had the big 3:
  - CDT Hugh McConnell (Strength) – First Captain
  - CDT Alyssa Chapman (Rabble Rouser) – BDE Command Sergeant Major
  - CDT Adam Kratch (Men’s Basketball) – Deputy Brigade Commander
- In the last 3 years, 25 athletes have led the Corps as Regimental Commanders/CSMs or higher

Victory In The Classroom
- Dan Grabher (Men’s Lacrosse) - USILA Scholar All-American.
- Kenneth Brinson (Track & Field) - PL Scholar-Athlete of the Year
- Kelly Hamilton (Swim/Dive) - PL Scholar-Athlete of the Year
- Kris Lindner (Baseball) - PL Scholar-Athlete of the Year
- Men and Women Swimming and Diving named Scholar All-America Squad
- 43 Cadet Athletes on Patriot League Fall Academic Honor Roll, 92 Cadet-Athletes made Winter/Spring Honor Roll
- 8 Patriot League All-Academic Teams
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
** 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
Dear Members of the United States Military Academy Board of Visitors:

I am writing as an Army leader who has grave concerns about the Army’s Policy on the Military Service of Transgender Soldiers. This matter reaches far beyond West Point, yet it is an appropriate matter to bring up with the Board of Visitors because West Point is significant in its role in shaping the culture and norms of the Army. West Point also bears a large role in preserving the dignity and freedoms—including religious freedoms—of all who serve.

The Army’s “Policy on the Military Service of Transgender Soldiers Training Module, Tier 3: Units and Soldiers” contains this vignette:

Following her transition from male to female (which did not include sex reassignment surgery) and gender marker change in DEERS, a transgender soldier begins using female barracks, bathroom, and shower facilities. Because she did not undergo a surgical change, the soldier still has male genitalia.

Many people of goodwill agree that this requirement asks much more of us than is reasonable. Among other flaws, the policy does not allow for other servicemembers to protect their own sexual modesty as they expect. Indeed, this policy loses the spirit of the original 2010 “Report of the Comprehensive Review of the Issues Associated with a Repeal of ‘Don’t Ask, Don’t Tell.’” That report recommended the preservation of the dignity of those who respect their fellow man but cannot in good conscience support certain practices:

As a related matter, we believe it critical that it be made clear to those who are opposed to repeal, particularly on moral and religious grounds, that their concerns are not being rejected and that leaders have not turned their backs on them. In the event of repeal, individual service members are not expected to change their personal religious or moral beliefs about homosexuality; however, they are expected to treat all others with dignity and respect, consistent with the core values that already exist within each Service. For the U.S. military, these are not new concepts, given the wide variety of views, races, and religions that already exist within the force.

This matter impacts more than just those who chose to serve. I have been in contact with the DoDEA schools regarding their interpretation of the “Dear Colleague” letter published on May 13, 2016 by the U.S. Departments of Justice and Education. Emily Marsh, the Superintendent of the Mid-Atlantic District of DoDEA, stated in a letter to me that “transgender youths in DoDEA schools and other DoD youth programs are permitted to use restrooms and facilities consistent with their gender identity.” To my knowledge, DoDEA did not broadly consult with parents before making this change, nor was there a formal effort to notify us of its implementation.

My beliefs do not come from anger or spite. Rather, they follow from decades of prayer, contemplation, and study. I have encountered a great deal of people who observe as I do: that Army policy on these matters does not respect the beliefs of many who serve. My hope is that the senior leadership will find a path which better values individual conscience and thus the dignity of servicemembers and their families.

Sincerely,

W. Michael Petullo
Major, U.S. Army
Assistant Professor
USMA Board of Visitors Meeting
10 July
West Point NY

Agenda

- Introductions and Board Business
- Superintendent
- Strategic Imperative 1: Develop Leaders of Character
  - Inspiration to Serve
  - Sandhurst Competition at West Point
  - Summer Individual Advanced Development Experiences
- Strategic Imperative 2: Foster Relevance and Preeminence
  - Build Diverse and Effective Teams
    - Class of 2021 Profile
    - SHARP Program
  - Faculty and Staff Excellence
    - Faculty Blend of Excellence
    - Benavidez Leadership Development Program
  - Intellectual Capital
    - Projects Day
  - Stewardship
    - Athletic Department Transition Update
    - Future and Ongoing Construction
  - Culture of Excellence
1. Review minutes from 9 March 2017 Meeting
2. Status of 2016 Annual Report
3. Dates of Next BoV Meeting (at West Point ICW home football game or in Washington, DC)
4. Design for USMA Board of Visitors Coin (not government funded)
Culture of Excellence
Key events at USMA since last BOV

<table>
<thead>
<tr>
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<td>Civil-Military Conference</td>
<td>31 Mar</td>
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<tr>
<td>Projects Day</td>
<td>4 May</td>
</tr>
<tr>
<td>Graduation Day</td>
<td>27 May</td>
</tr>
</tbody>
</table>

Vision
West Point is the world’s preeminent leader development institution.

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.
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!**
West Point Leader Development Outcomes
Upon commissioning West Point graduates will:

• Live honorably and build trust
• Demonstrate military, intellectual and physical competence
• Develop, lead, and inspire
• Think critically and creatively
• Make sound and timely decisions
• Communicate and interact effectively
• Seek balance, be resilient, and demonstrate a strong and willing spirit
• Pursue excellence and continue to grow

Strategic Imperative 1: Develop Leaders of Character
“What leaders does the Army need in 10, 20 and 30 years?”

“Inspiration to Serve” Cemetery Tour

• The 12th Annual “Inspiration to Serve” Cemetery Tour was held on 04 May 2017.
• Provided an opportunity for Class of 2019 to reflect on the legacies of fallen USMA graduates, while considering both the honor and responsibility inherent in serving in the Profession of Arms.
• Culminating event of the Yearlings’ CCDP curriculum and served as an inspirational experience as they approach Cow year and their Affirmation Ceremony in August, 2017.
• This year’s event honored 8 fallen heroes from the Vietnam era (Class of 1969), and eight fallen heroes from conflicts in Iraq and Afghanistan.
In August and January, USCC hosts a Staff Ride to Gettysburg for Cadet Command Teams.

This event is orchestrated by the collective efforts of the BTD, Simon Center, and Department of History.

The Battle of Gettysburg serves as a Character Development Laboratory, showcasing enduring Leadership and Character principles that applied then, just as they do now.

Using Mission Command principles as a framework, Cadets are able to discuss and reflect on the application from the battlefield to their current leadership goals and initiatives.

Next Gettysburg Staff Ride is 10-12 August 2017.

Sandhurst Competition 2017

SANDHURST MILITARY SKILLS COMPETITION (07-08 APR17): “To provide the Corps of Cadets with a challenging and rewarding regimental skills competition, which will enhance professional development and military excellence in selected soldier skills.”

Historical Context:
- Named in honor of our relationship with the British Academy, Sandhurst has been executed at USMA for 50 years, but as recent as 2007 the competition was executed in one day over an 8-hour period and consisted of 40 teams, primarily from USMA, UK, and Canada
- A West Point team has won the Johnson Saber for top squad only twice since 1993 (B3 in 2011; E4 in 1993)

2017 Competition Details:

61 TEAMS

38 West Point Teams
3 Sister Service Academies (USNA, USAFA, USCGA)
8 ROTC (Texas A&M, UT Austin, St. John’s, Johns Hopkins, Alabama, Michigan State, New Hampshire, Gonzaga)
12 Foreign Teams (UK (x2), Canada, Australia, Chile, Germany, Latvia, South Korea, Japan, Colombia, Mexico, Thailand)

36 HOURS, 27 MILES

DAY 1. 12.7 miles with 5 events focused on military skills (functional fitness, TCCC, Pistol and Rifle marksmanship and hand grenades).

NIGHT. 3.5 miles with three events that were part of the same scenario in support of local forces (night recon, POW/media, and call for fire)

DAY 2. 11 miles with 5 events (Obstacle Course, Water crossing, CBRN, Transport a casualty and final event).

2017 TOP TEN TEAMS

1. USCC Black
2. UK Blue
3. USCC Gold
4. USCC H1
5. USAFA
6. Mexico
7. UK Red
8. Latvia
9. Canada
10. UT Austin
**Cadet Summer Training 2017**

- Cadet Summer Training (CST) @ USMA
  - Total Cadets Trained: 3800
  - Cadet Cadre: 1100
  - AASLT: 720
  - Senior Leader Experience: 1100

**USCC (+) ICW Operating Force Units conducts Summer Training IVO the USMA from 21 May 17 – 14 Aug 17 IOT educate, train, and inspire the Corps of Cadets and visiting participants 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 or respective service.**

**Cadet Summer Training – CONUS**

**Cadet Troop Leader Training (CTLT)**
- Ft. Benning: Airborne – 240
- Key West: Combat Diver – 10
- Ft. Gordon: Sapper Leader Course – 10
- Ft. Irwin: Mountain Warfare Course – 7
- Ft. Leonard Wood: Sapper Leader Course – 10
- Ft. Leavenworth: Basic Officer Leader Development Course – 7
- Ft. Sill: Air Assault – 720
- Ft. Bliss: CTLT – 86
- Ft. Hood: Armywide – 126
- Ft. Worth: AASLT – 720
- Ft. Jackson: Basic Leadership – 132
- Ft. Benning: Airborne – 240
- Ft. Wainwright: Cadet Troop Leader Training

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**Cadet Summer Training (CST) @ USMA**
- Total Cadets Trained: 3800
- Cadet Cadre: 1100
- AASLT: 720
- Senior Leader Experience: 1100
- High School Students
- Youth Inner-city Program: 120
- Military Individual Advanced Development (MIAD) Training
- 1050 Cadets conduct MIAD training throughout the summer
- 78 of these are at competitive/specialty MIADs
**Cadet Summer Training – OCONUS**

*Individual Military Development*

- **Europe**
  - France: French Commando School - 2
  - Georgia/Republic: Georgia Mountain School - 5
  - UK/Germany: Cadet Leader Development Training 4 – 40
  - CTLT (GER) – 70

- **Brazil**
  - Brazilian Mountain School - 5

- **Chile**
  - Chilean Mountain Warfare - 5

**2017 Summer Academic Internships (AIADs)**

- **AIADs (2017)**
  - 1067 cadets
  - 422 cadets in 50 countries
  - 645 cadets in 39 states
Strategic Imperative 2: Foster Relevance and Preeminence
“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals
- Build and sustain diverse and effective teams
- Develop and provide intellectual capacity
- Promote staff and faculty excellence
- Practice effective stewardship
- Instill and foster a culture of excellence and winning

Faculty Blend of Excellence

Domains of Faculty Excellence
1. Teaching
2. Scholarship
3. Service
4. Cadet Development
5. Faculty Development

Long-Term Military Faculty (15%)
- Professors USMA: 4%
- Academy Professors: 11%

Civilian Faculty (31%)
- Senior Civilian Faculty: 14%
- Junior Civilian Faculty: 17%

Rotating Military Faculty (54%)
Benavidez Leadership Development Program

- Established in FY16
- Partnership between Columbia University and USMA
- Annual 4-course, 3-week program in social-organizational psychology
- 15 – 25 Tactical NCO enrollees primarily from USMA’s Brigade Tactical Dept.
- Outgrowth of longstanding Eisenhower Leadership Development Program

Program Goals:

- Align TAC NCOs conceptually with the education of their partner TACs
- Bridge the civil-military divide thru immersion at Columbia University
- Prepare TAC NCOs to better educate, train, and inspire Cadets
- Prepare TAC NCOs to succeed at higher echelons after West Point

Admissions Update

Strategic Imperative 2: Foster Relevance and Preeminence

“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals

- Build and sustain diverse and effective teams
  - Develop and provide intellectual capacity
  - Promote staff and faculty excellence
  - Practice effective stewardship
  - Instill and foster a culture of excellence and winning
### Class of 2021 - By the Numbers

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<th>Category</th>
<th>Total</th>
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<td>Qualified</td>
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<td>ACT Avg</td>
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<td>Valedictorians</td>
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<td>Class Presidents</td>
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<td>Team Captains</td>
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<td>Varsity Letters</td>
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<td>Women</td>
<td>302 / 24.3%</td>
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<td>African Americans</td>
<td>208 / 16.7%</td>
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<td>Hispanics</td>
<td>119 / 9.6%</td>
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<tr>
<td>Asians</td>
<td>105 / 8.4%</td>
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<tr>
<td>Int’l Cadets</td>
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<td>Combat Vets</td>
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### 2017-2021 Class Comparison

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<th>Year</th>
<th>African Americans</th>
<th>Hispanics</th>
<th>Asians</th>
<th>Women</th>
<th>Recruit Athletes</th>
<th>Soldiers</th>
<th>Class Size</th>
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<td>2017</td>
<td>9.2%</td>
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<td>17.9%</td>
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<td>13.6%</td>
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<td>21.8%</td>
<td>21.7%</td>
<td>7.7%</td>
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<td>2019</td>
<td>15.1%</td>
<td>9.8%</td>
<td>7.5%</td>
<td>21.8%</td>
<td>21.7%</td>
<td>6.6%</td>
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<td>2020</td>
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<td>9.4%</td>
<td>9.1%</td>
<td>21.8%</td>
<td>19.7%</td>
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<td>2021</td>
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<td>9.6%</td>
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<td>24.3%</td>
<td>26.4%</td>
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<td>122</td>
<td>93</td>
<td>261</td>
<td>275</td>
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<td>2020</td>
<td>180</td>
<td>121</td>
<td>117</td>
<td>275</td>
<td>281</td>
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<td>2021</td>
<td>208</td>
<td>119</td>
<td>105</td>
<td>281</td>
<td>302</td>
<td>75</td>
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Nomination Support

Strategic Imperative 2: Foster Relevance and Preeminence

“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals

- Build and sustain diverse and effective teams
- Develop and provide intellectual capacity
- Promote staff and faculty excellence
- Practice effective stewardship
- Instill and foster a culture of excellence and winning
SHARP Update

Incident Reporting Trends

<table>
<thead>
<tr>
<th>Annual Year</th>
<th>Unrestricted (incl conversions)</th>
<th>Restricted</th>
<th>Conversion</th>
<th>Case Outcome (SHARP)</th>
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</thead>
<tbody>
<tr>
<td>14-15</td>
<td>18</td>
<td>1</td>
<td>3</td>
<td>9 – Probable Cause w/action</td>
</tr>
<tr>
<td>15-16</td>
<td>19</td>
<td>6</td>
<td>1</td>
<td>7 – Probable Cause w/action</td>
</tr>
<tr>
<td>16-17</td>
<td>29</td>
<td>21</td>
<td>8</td>
<td>8 – Probable Cause w/action</td>
</tr>
</tbody>
</table>

+ Reports and Conversions increased over 50% in AY16-17
- Restricted Report reasons:
  - Fear of retaliation/reprisal (NO INCIDENTS OF REPRISAL WERE REPORTED)
  - Concerns about damaging career of offender
- Several incidents (SA & Other Unprofessional Relationships) reported this year involved members of Staff & Faculty or other USMA Community members

Key areas of concern:
- Deconstruct the loyalty to “Corps” that seems to inhibit victim’s willingness to make unrestricted reports
- Address the S&F role as examples of proper and healthy professional relationships

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Social Media
(the good, bad & ugly)

Empathy--- what we WANT to see more frequently

“Crowd-sourcing” what we DO see

Work remains to reshape social norms
Data indicates those who report are being supported by peers & chain of command
Sexual Assault Awareness Prevention Month 2017 - COURAGE-CANDOR-CHARACTER

Response by a cadet

Sec Def Directive

<table>
<thead>
<tr>
<th>SEC DEF Directive</th>
<th>Plan of Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinvigorate Prevention</td>
<td>• Common operating picture of character development and education across the Academy</td>
</tr>
<tr>
<td></td>
<td>• Identify, codify and integrate SA/SH Prevention into CCDP</td>
</tr>
<tr>
<td></td>
<td>• Baseline assessment of attitudes, beliefs and experiences — sexual violence and alcohol use</td>
</tr>
<tr>
<td></td>
<td>• Healthy Relationships Summit - target key issues of sexual violence prevention and awareness to augment education program for the AF.</td>
</tr>
<tr>
<td>Enhance Culture of Respect</td>
<td>• Leverage Haven data to inform education program revisions</td>
</tr>
<tr>
<td></td>
<td>• Focus on key sexual violence prevention topics; foster CDT engagement</td>
</tr>
<tr>
<td></td>
<td>• Enhances positive bystander behavior; develops healthy relationship skills; reduces reporting stigma; eliminates victim blaming</td>
</tr>
<tr>
<td></td>
<td>• Identify and recognize pro-social behaviors to reset cultural norms towards respect for self and others</td>
</tr>
<tr>
<td>Promote Responsible Alcohol Choices</td>
<td>• Develop targeted interventions on responsible and legal use of alcohol</td>
</tr>
<tr>
<td></td>
<td>• Explore development of alcohol-free social activities</td>
</tr>
<tr>
<td>Improve sexual harassment &amp; assault reporting</td>
<td>• Maintain close connection to CDTs for SARC and VA</td>
</tr>
<tr>
<td></td>
<td>• Continue to publicize the SHARP Resource Center</td>
</tr>
<tr>
<td></td>
<td>• Educate CDTs on -issues of retaliation, reprisal, maltreatment and ostracizing behaviors (awaiting SecArmy implementation instructions of SecDef's Jan '17 memo; contains comprehensive definitions of peer-to-peer retaliation, reprisal, maltreatment, and ostracizing behaviors)</td>
</tr>
<tr>
<td></td>
<td>• Identify and foster development of skills to support peers involved in SA/SH incidents</td>
</tr>
</tbody>
</table>
**Assistance from BOV**

**Question:**
How can nominating officials partner with the Academy in the nomination process to introduce the concepts related to treating others with dignity and respect, and healthy attitudes towards personal relationships?

**Thoughts:**
1. An essay on character for nomination packet/process
2. Interview questions during nomination process on character
3. Review social media footprint of nominees at some point in the nomination process

**Reprisal, ostracism, maltreatment follow-up –**
- Army & USMA follow the DoDD 7050.60 Department of Defense prescribed definition and criteria to handle incidents of perceived reprisal, ostracism and maltreatment
- USMA’s prevalence data from 2016 SAGR is inconclusive
- We will work the issue from an educational perspective in the coming year
  - Focus on reinforcing empathy; skill building to take another’s perspective and remain objective

---

**Strategic Imperative 2:**
**Foster Relevance and Preeminence**

“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

**Goals**
- Build and sustain diverse and effective teams
- Develop and provide intellectual capacity
  - Promote staff and faculty excellence
  - Practice effective stewardship
  - Instill and foster a culture of excellence and winning
Projects Day
May 4, 2017

Projects Day 2017:
• 389 Projects
• Collaborated with Army/DoD organizations and other colleges

Cadets collaborated with Army Research Laboratory and University of Virginia on cross-cultural competence training

Avey Combat Ball project:
Scott R. Clark Innovation Award Winner

Cadets representing three departments developed a D-Day virtual reality tour/staff ride

Cadets collaborated with DARPA to develop effective UAV swarm tactics

Athletic Department
Transition

Strategic Imperative 2:
Foster Relevance and Preeminence
“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals
• Build and sustain diverse and effective teams
• Develop and provide intellectual capacity
• Promote staff and faculty excellence
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• Instill and foster a culture of excellence and winning
Athletic Department Transition
Early Wins

• Opportunity to establish more lucrative sponsorships:
  – New agreement with Learfield will guarantee over $28M in value over the next 10 years – a 40% increase over the current annual value and a 300% increase over the guaranteed value of the contract just 5 years ago.
  – The process of awarding future Army/Navy games to sites will yield 30-40% increase in revenue.
  – New Army/Navy Football Game contract will yield over 80% increase over previous contract.
  – Negotiating a contract extension with CBS Sports to broadcast home football games that will yield an increase in rights fee over existing deal.

• Contracting Wins:
  – New internal travel agent will realize efficiencies and cost savings for flight, bus and hotel accommodations.
  – New rates with Academy Bus will save in excess of $50,000 over previous agreements.
  – In process of contracting separately for football game day bus shuttles and parking that will realize over $50,000 savings on our game day parking contract.

• Process:
  – Established an in-house accounting department with fluent operational processes and internal controls that allows us to serve our coaches and staff members in a more efficient, cost-effective manner.
  – Successfully implemented a credit card system allowing each coach and staff member to operate more efficiently.
  – Funds raised through AOG are more accessible and flexible.

• Taking Care of Employees:
  – As of July 1, 165 full time employees and 3 part time employees have transitioned.
  – Greater cost share of health insurance plan, decreasing the premium of health insurance for employees.
  – Flexibility in hiring process and overall manpower management.
  – Contracting is done within the department, giving the Athletic Director signing power for all contracts for employees.
Athletic Department Transition
Challenges

- As Non-appropriated fund (NAF) employees, coaches and administrators (Athletic Director only) were admitted to use the schools without paying tuition.
  - Cost for 32 children (current number of dependents on post) exceeds $700k.
- Athletic Department is working with Army Contracting Command, USMA SJA and USMA G8 to ensure compliance with the Cooperative Agreement, and identify areas for any needed future updates to the agreement.
- Athletic Department developing a unified command policy.

Strategic Imperative 2:
Foster Relevance and Preeminence

“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals
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Infrastructure projects
**Major Infrastructure Initiatives (2017-2030)**

### Construction Timeline

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<td>Cyber &amp; Engineering Academic Center (CEAC)</td>
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**Military Construction Program**

**Submission:**

- FY18 Cemetery Reclamation, $22M
- FY19 Cyber and Engineering Academic Center (CEAC), $89M
  - aka Multi Purpose Academic Center (MPAC)
- FY21 Parking Structure, $30M
Program:
- Cyber Education
- Science, Technology, Engineering, and Mathematics (STEM)
- Collaboration spaces
- Exhibit areas

New CEAC
Existing Mahan Hall

Cyber & Engineering Academic Center

USMA
- Loading Dock Lab
- Open to elements
- Cramped space
- Inadequate ventilation
- Insufficient clearance
- Teaching / Learning not aligned with facility
- Delinked from classrooms
- Uninspiring

Competing University
- Modern Lab
- Conditioned space
- Sized for use
- Well lit and ventilated
- High bay with hoisting
- Co-located with classrooms
- Fosters innovations / creativity
- Teaching / Learning method complemented by building architecture

8/15/2018
**Cadet Barracks**

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

**Cadet Barracks Update Program (CBUP)**

<table>
<thead>
<tr>
<th>FY</th>
<th>Barracks</th>
<th>Cost</th>
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<tr>
<td>13-14</td>
<td>Scott</td>
<td>$51M</td>
<td>Completed</td>
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<tr>
<td>14</td>
<td>Mac Short</td>
<td>$49M</td>
<td>Completed</td>
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<tr>
<td>15-16</td>
<td>Mac Long</td>
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<td>Construction end Jul 2017</td>
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<td>16</td>
<td>Pershing</td>
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<td>Eisenhower</td>
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<td>Grant</td>
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<td>19-20</td>
<td>Bradley</td>
<td>$145M</td>
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<td>Lee</td>
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<tr>
<td>21</td>
<td>Sherman</td>
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Program complete 2023

**Academic Building Upgrade Program (ABUP)**

- 9 year program, six buildings, temporary facilities required
- Major renovations: corrects failing building systems, life safety code compliance, departmental floor plan reprogramming, and overall modernization to university standards
- Cost: $711M
Strategic Imperative 2: Foster Relevance and Preeminence
“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals
- Build and sustain diverse and effective teams
- Develop and provide intellectual capacity
- Promote staff and faculty excellence
- Practice effective stewardship
- Instill and foster a culture of excellence and winning

Culture of Excellence Faculty and Staff

Dr. John Brockhaus: National Geospatial-Intelligence Agency Director’s Medallion

CPT Michael Kranch & MAJ Andrew Reed: Best Poster Award at the 7th Association for Computing Machinery Conference on Data and Application Security and Privacy

Dr. Brock Barry: American Society of Civil Engineers Fellow

Dr. Katie Daily-Bruckner: Northeast Modern Language Association Book Award.

Col Diane Ryan & CPT Yoon Dunham: Faculty advisors for Cadet Corbin Forum, which was awarded the Leadership through Excellence Award at Joint Women’s Leadership Symposium

MAJ Matthew Baideme: New York Water Environment Association N. G. Kaul Scholarship
Graduate Scholarship Winners
Class of 2017

Don Stanley Dalisay
Schwarzman Scholar
Tsinghua University, China

Mark McGinnis
Schwarzman Scholar
Tsinghua University, China

Timothy McLaughlin
Schwarzman Scholar
Tsinghua University, China

Collin J. Parker
Schwarzman Scholar
Tsinghua University, China

Christian Nattiel
Rhodes Scholar
University of Oxford, UK

Samuel Ruppert
Marshall Scholar
King’s College, UK

Bethany Russell
Schwarzman Scholar
Tsinghua University, China

Patrick Hanley
Yenching Scholar
Peking University, China

Jacob Bishop
Rhodes Scholar
University of Oxford, UK

Alexandra Bel
Rotary Global Grant
Columbia University

David Farr
Rotary Global Grant
MGU

Natalie Herbert
Rotary Global Grant
Massachusetts Institute of Technology

Jessica Zhu
Lincoln Labs
MIT

Christina Barrera
NSF/Lincoln Labs
MIT

Samuel Mahle
Draper Lab
MIT

Travis Chewning-Kulick
NSF/ St. Louis University

Ezra Engel
Lincoln Labs
MIT

Matthew Rodriguez
GEM
UVA

Jarrett Guyer
Lincoln Labs
MIT

Liam Comidy
Lincoln Labs
MIT

Adam Reynolds
Draper Labs
MIT

John Hadley
Fulbright/Turkey

Chris Monroe
GEM
Georgia Tech

Adam Kratch
Draper Labs
Harvard

Leonard Kosta
Draper Labs
Boston U.

Building A Winning Culture: On The Field

Teams:
• Won the Patriot League President’s Cup on the men’s side
• Football beat Navy after 15 years!
• First time since 1984 that football beat Navy and won a bowl game in the same season
• Men’s Lacrosse beat 2 top 5 teams: Syracuse and Notre Dame
• Men’s basketball beat Navy with largest comeback victory of 2017 season
• Men’s Lacrosse were Patriot League Co-Regular Season Champions
• Michael Nguyen & Grant Riechmann (Men’s Tennis) named Patriot League Doubles Team of the Year
• Kirby Einck & Gloria Son (Women’s Tennis) were Patriot League Doubles Team of the Year
• Men’s Tennis won Patriot League Champions
• Women’s Tennis named Patriot League Regular Season Champions

Individual:
• Boo Corrigan named Athletic Director of the year
• Coaches Wender (Swim/Dive), Poling (Men’s Tennis) and Foster (Baseball) named Patriot League Coach of the year
• Andrew King (Football) won the Defender of the Nation Award and Charlotte Touchdown Club
• Dan Grashier (Men’s Lacrosse) named Patriot League Faceoff Specialist of the Year
• Peter Kim (Golf) named Patriot League Golfer of the Year and All-American Honorable Mention
• Calli McMullen (Track & Field) named Patriot League Rookie of the Year
• Aliyah Murray (Basketball) named Patriot League Defensive Player of the Year
• Oleg Mikhayev (Swimming & Diving) named Patriot League Rookie of the Year
• Michael Nguyen (Tennis) named Patriot League Player of the Year
• Lacey Swafford (Softball) named Patriot League Rookie of the Year
• Ryan Nick (Hockey) named Atlantic Hockey Sportsman of the Year
• 18 NCAA Qualifiers, 4 NIRA All-Americans and 2 USLIA All-Americans
Building A Winning Culture: 
In The Corps and The Classroom

Leaders In The Corps
- CDT Marcos Arroyo (Men Soccer) CBT I Commander
- In AY 2016/17, athletes had the big 3:
  - CDT Hugh McConnell (Strength) – First Captain
  - CDT Alyssa Chapman (Rabble Rouser) – BDE Command Sergeant Major
  - CDT Adam Kratch (Men’s Basketball) – Deputy Brigade Commander
- In the last 3 years, 25 athletes have led the Corps as Regimental Commanders/CSMs or higher

Victory In The Classroom
- Dan Grabher (Men’s Lacrosse) - USILA Scholar All-American.
- Kenneth Brinson (Track & Field) - PL Scholar-Athlete of the Year
- Kelly Hamilton (Swim/Dive) - PL Scholar-Athlete of the Year
- Kris Lindner (Baseball) - PL Scholar-Athlete of the Year
- Men and Women Swimming and Diving named Scholar All-America Squad
- 43 Cadet Athletes on Patriot League Fall Academic Honor Roll, 92 Cadet-Athletes made Winter/Spring Honor Roll
- 8 Patriot League All-Academic Teams

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 
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
Combined Local and National Broadcast Viewership Was Over 47 Million

**The News Ad Value for USMA Band July 4th exposure:**

- **$8,168,704** moments when ‘West Point’ was mentioned
- **$333,990,959** for total airtime and mentions (cost if USMA were to purchase similar coverage)
Discussion
Board of Visitors Meeting  
West Point  
20 October 2017

AGENDA

• **Introduction**  
• **Board Business**  
• **Superintendent Topics**  
• **Strategic Imperative 1: Develop Leaders of Character**  
  – Advanced Individual Development (AIAD)  
  – Semester Abroad  
  – Military Advanced Individual Development (MIAD)  
  – Leadership Detail  
  – Team Captain  
• **Strategic Imperative 2: Foster Relevance and Preeminence**  
  – Build Diverse and Effective Teams  
    • Retention trends and efforts  
    • SHARP Education Program  
  – Faculty and Staff Excellence  
  – Intellectual Capital  
  – Stewardship  
    • Impacts of National Defense Authorization Act  
    • Master Facility Plan 2035  
    • A76 law  
    • Memorialization  
  – Culture of Excellence  
  – Semester Highlights
MINUTES
BOARD OF VISITORS ANNUAL MEETING
October 20, 2017
West Point, NY

1. DESIGNATED FEDERAL OFFICER’S REMARKS. Colonel (COL) Mark Bieger 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. Prior to Congressman Womack’s opening comments, two video clips were played of Former President George W. Bush receiving the 2017 Thayer Award. After the videos, Congressman Womack welcomed the members in attendance and thanked them for their attendance, and then introduced Lieutenant General (LTG) Robert L. Caslen, Jr., the 59th Superintendent to provide his opening remarks.

3. SUPERINTENDENT’S REMARKS. LTG Caslen welcomed the members and thanked them for attending the meeting. He welcomed the Secretary of the Army’s representative, Ms. Diane Randon, the Senior Career Official Performing the Duties as Assistant Secretary of the Army for Manpower and Reserve Affairs. He also thanked his staff for the long hours and hard work to ensure meetings are professional, run smoothly and are value-added. LTG Caslen provided the following highlights from recent events:

   a. Dedication and ribbon-cutting of the newest Cadet Barracks: The barracks is named after General Benjamin O. Davis, Jr., USMA Class of 1936, who was the first African-American general to graduate in the 20th century. General Davis also commanded the Tuskegee Airmen during World War II.

   b. Heads of state visits: USMA hosted three heads of state within a 72-hour span from 18-22 September, which included Prince Albert of Monaco and the Presidents of Ukraine and Poland.

   c. Thayer Award: Former President George W. Bush was honored as the 2017 Thayer Award Recipient.

The annual college rankings were the next topic. West Point was recognized as one of the best colleges in the country. The following rankings were provided to the members:

   a. US News and World Report

   (1) #1 Public Liberal Arts College

   (2) #4 Best Undergraduate Engineering Program
(3) #1 One Civil Engineering Program

(4) #1 Pick by High School Guidance Counselors (for the 5th year in a row)

b. Princeton Review

(1) #1 Best Classroom Experience

This recognition validates USMA as a top-tier institution of higher learning and reflects the commitment of our staff and faculty in providing a world-class education and developing leaders of character for the Army and the Nation.

The Superintendent highlighted excellence on the athletic fields. The Army West Point football team’s current record is 5-2. Other teams enjoying success and victories over Navy are golf, sprint football, women’s volleyball, men’s cross-country, women’s cross-country, men’s volleyball, and chess.

LTG Caslen relayed a good news story about the Corps of Cadets’ participation in the recent Tunnel to Towers 5K run, an annual event that honors New Your City firefighter, Steven Siller, who gave his life in the line of duty on 9/11. Hundreds of Cadets volunteered to give up a Sunday, in which they boarded buses at 3:00am, led the run, which started at Mr. Siller’s fire house in Brooklyn went through the Brooklyn-Battery Tunnel, and finished at the site of the World Trade Center towers. After the run was finished, the cadets returned to West Point. LTG Caslen thanked the members again. The Chairman then recognized Ms. Randon.

4. MS. RANDON’S REMARKS. Ms. Randon thanked the Chairman and noted her current title is now the Official Performing the Duties of the Principal Deputy Assistant Secretary of the Army for Manpower and Reserve Affairs. She welcomed everyone for attending and was honored to be representing the Secretary of the Army. She discussed her attendance at the previous week’s annual meeting of the Association of the United States Army (AUSA). She highlighted the many discussions focused on readiness, the Army’s number one priority, and emphasized that all we do must contribute to readiness in some way. She quoted the Chief of Staff of the Army, “If the Army neglects readiness, we will lose the next war. Readiness has never been more important.” The Army’s collective strength comes from its exceptional men and women who volunteer to serve. West Point attracts the most highly qualified, diverse and talented young men and women the Nation has to offer and builds and enhances the Army’s readiness by training these men and women to be ethical, competent and resilient officers. This vital mission requires funding to not only educate and train the Corps of Cadets, but also for the cadet barracks and academic buildings to continue to recruit and retain high-quality Cadets and military and civilian staff and faculty. In addition, we must ensure adequate safety, security, logistics and medical care for the installation. She finished by stating that although she has roots to the Air Force and Navy, she works for the Army, so “Beat Navy!”
5. **ADMINISTRATIVE ANNOUNCEMENTS.** COL Bieger, USMA Chief of Staff, noted the last meeting of the Board of Visitors was held in Washington, DC, on 10 July 2017; a quorum was present and the Board of Visitors received updates on the following: Second Semester Highlights; Strategic Imperative 1: Develop Leaders of Character: Sandhurst competition at West Point, BOLC (Basic Officer Leader Course) Performance, MIADs/AIADs (Military Individual Advanced Development/Academic Individual Advanced Development); Strategic Imperative 2: Foster Relevance and Preeminence: Build Diverse and Effective Teams-Class of 2021 Profile, SHARP (Sexual Harassment and Assault Response and Prevention) Update; Faculty and Staff Excellence-Faculty Blend of Excellence, Faculty in the Summer, BLDP (Benavidez Leader Development Program) Success; Intellectual Capital: Projects Day; Stewardship: Future and ongoing construction; and Culture of Excellence Included with the agenda, were the following handouts: Minutes from the 10 July meeting, an open letter drafted by the Chair and Vice Chair of the Board to the Acting Secretary of the Army and Chief of Staff of the Army, and a statement to the Board from LTC (US Army, Retired) Christopher Wagner.

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. Approval of the minutes from the 10 July 2017 Board of Visitors. Congressman Womack entertained a motion to approve the minutes from the 10 July 2017 meeting; Ms. Sue Fulton noted a typo in the last paragraph on page 9. Ms. McNally made a motion to approve the minutes, with the correction noted, and it was seconded by Ms. Fulton. The minutes were approved unanimously, with the reported change.

   b. The date of the next meeting of the Board of Visitors was discussed. The proposed dates were Wednesday, February 28, 2018 and Tuesday, March 28, 2018, in Washington, DC. The calendar for the 115th Congress was not available. After discussion of the two dates, the latter being the week of Easter, a motion was made to table the discussion by Ms. Fulton and seconded by Mr. Black. The motion passed unanimously. NOTE: At a later point in the meeting, it was confirmed that Congress would be out of session March 23 – April 9, 2018 so the date of February 28, 2018 was confirmed as the date of the next meeting, in Washington, DC.

   c. Update of the 2016 Annual Report. The Annual was finalized in September and e-mailed to members, and e-mailed or mailed to former members for signature. Once all signatures are received the report will be compiled, printed and mailed as prescribed by statute.

8. **OTHER BOARD BUSINESS.**
Prior to the USMA updates, Congressman Womack asked the members to review an open letter to the Secretary of the Army that had been drafted by the Chair, Vice Chair, and a couple of other members of the Board (Appendix B). It is in response to recent adverse news and social media reports about a 2016 graduate of USMA.
Congressman Womack asked the members to review the letter and determine if it should be signed by all of the members of the Board of Visitors. He also asked that members provide comments or recommended changes to the DFO within the next several days, and opened the floor to discussion.

Ms. Brenda (Sue) Fulton opened the discussion with her concern with the ever-changing news cycle, time is of the essence for this open letter to be effective. She recommended that comments and recommended changes be sent to the DFO by Wednesday, October 25, 2017. She further commented the letter should be made public, but several members had an objection to the last phrase of the letter. The last phrase, referring to LTG Caslen, ("We appreciate his loyalty and dedication to the mission of leading USMA, and we are prepared to march through hell to defend him.") could be removed from the letter, if deemed necessary to get unanimity. Ms Fulton emphasized to the members that the letter wouldn’t be much use if it wasn’t made public as soon as possible.

Ms. Bridget Altenburg asked if there was a reason the members there couldn’t vote on the draft letter.

Congressman Womack asked the members if there were any objections to the draft, and if so, they could be noted. If any member had an objection or a recommended change, the information would be collected and consolidated and then returned to the Chair and Vice Chair to prepare the final draft for all the members to sign. He recognized there may be members who choose not to sign the letter regardless; the bottom line would be to get the letter finalized and out by the end of next week (October 27, 2017). Ms. Fulton agreed.

Congressman Sean Patrick Maloney stated he was happy with the proposed change and ready to approve the letter and vote on it at the meeting, and was prepared to make a motion to do so. If there is unanimity among the members present, it should be done that way. Mr. Frederick H. Black, Sr., and Congressman Thomas Rooney indicated their support for the letter and this course of action.

Honorable Gerald McGowan supported the letter, but recommended the last line be stricken as it would possibly get the most attention. Ordinarily he wouldn’t put the phrase in a letter, unless the objective is to get a lot of attention; if that’s the case, the last line would be appropriate. Congressman Womack stated that it was his intent to get attention. He strongly believes the purpose of the letter is to get attention and to dispute the allegations against USMA impeaching the institutional character, integrity, and leadership. He further stated that USMA is fortunate to have LTG Caslen as the Superintendent. Although he prefers the letter as written, he would do what the Board
wished to do. Congressman Maloney then revised his earlier comments, stating he would approve the letter as written.

Ms. Fulton noted that while the last phrase in the letter would generate a lot of attention, more attention would be generated is some signatures were omitted. If there were members who didn’t sign it because of the last phrase, some outsiders would note the members who didn’t sign and view this as a lack of support. This perception of a lack of support would overshadow the strength of the statement and some, in the public domain, may think these members of the Board don’t support West Point, which could have a negative impact. She further recommended it’s important for the letter to be approved unanimously. Congressman Womack countered with the point that we wouldn’t know until a final draft was issued (with or without the last phrase). It is still possible that even if all members agree to the letter, one or two members could later decide he/she doesn’t want to sign it. Honorable McGowan suggested the members present be asked to sign the letter as written and then present the letter, with the consolidated signatures, to the members who are not present and see if they would have any objection to signing the letter. Ms. Fulton agreed.

Congressman Womack asked if an informal survey could be conducted of the members present. He asked if there was anyone present who wouldn’t sign the letter as presented, to which there was no response. He then asked if the phrase was taken out, was there anyone who would refuse to sign it because it wasn’t strong enough, again there was no response. He then recommended the letter be sent out to all members and comments or recommended changes be provided to the DFO not later than Tuesday, October 24, 2017 and asked if it was a reasonable timeframe. Ms. Fulton made the motion and Congressman Maloney seconded the motion. The motion was approved unanimously.

Senator Jerry Moran asked if there would be discussion regarding what led up to the need for this letter. Congressman Womack asked LTG Caslen if any of the materials recently circulated on social media would be discussed at this meeting. LTG Caslen answered that (Second Lieutenant) Rapone would not be discussed because it’s still under investigation. LTG Caslen also indicated the BOV received a letter Lieutenant Colonel (LTC) (R) Wagner, who expressed concerns about the Superintendent’s letter, in response to the letter from a former faculty member. Congressman Womack noted that LTC (R) Wagner was in attendance today and his letter would be a matter of discussion at the end of the meeting. Senator Moran was satisfied with this response and discussion on this issue concluded.

a. USMA UPDATES.

LTG Caslen again thanked everyone for attending and stated how grateful he was for the members’ support and their thoughts and concerns over the recent social media scrutiny. The fact the members would consider something like this means a lot to the Corps of Cadets, Staff and Faculty, and USMA leadership. He feels USMA is very open
and transparent, and is looking forward to addressing LTC (R) Wagner’s concerns at the end of the meeting.

USMA Update: All of the briefing slides can be found in Appendix B. The notes below represent the discussion of the slides.

The Superintendent updated with key events since the last meeting. In particular he noted:

1. Gettysburg Staff Ride
2. Plebe March Back
3. Affirmation – Class of 2019
4. Ring Weekend – Class of 2017
5. Yearling (Sophomore) Run Back from Summer Training (not on slide)

LTG Caslen followed the events with the mission, vision, his priorities and the strategic plan. He described Strategic Imperative 1, which focuses on the mission, as the West Point Leader Development (WPLD) program. The outcomes of WPLDs outline the expectations for cadets by graduation. Strategic Imperative 2 is linked to the vision statement and has five goals.

b. Dean of the Academic Board. Brigadier General (BG) Cindy Jebb, Dean of the Academic Board, gave a brief overview of the Academic Individual Advanced Development (AIAD) experiences and the semester abroad program. These two programs produce not just critical thinker, but independent thinkers as well. Critical thinkers have the confidence to make a difference, who understand humility or have humility, and understand when to seek new knowledge and ask good questions. With that, she introduced Cadets Peter Zhu and George Grindley. Peter Zhu, Class of 2019, is a Life Science major, who did an AIAD in Madagascar last summer and George Grindley, who had a semester abroad experience in Taiwan. Both gave brief presentations on their experiences.

1. Cadet Peter Zhu opened with a quote from John Steinbeck, “It means very little to know that a million Chinese are starving unless you know that one Chinese is starving.” He was the first Cadet to go to Madagascar on an AIAD opportunity. During his time, he met a team of one midwife and two nurses who were in charge of the health and welfare of 12,000 villagers. He spent two weeks at the maternity ward and primary care center. He helped conduct patient physicals, vaccinations for infants, birth control injections, and even helped deliver a baby. He considered his time there unique and rewarding. Due to the language barrier (he didn’t speak French or Malagasy), and being the only US citizen, he had to learn the customs and develop a relationship of trust with this patients. He learned the importance of treating elders and ancestors with
respect as well as learning to be sensitive of patients' emotions, expressions, gestures and non-verbal communication. He acknowledged his trip could not have been possible without the Stamps Scholarship Foundation, whom he thanked for the opportunity.

(2) Cadet George Grindley talked on his semester abroad at Fu Jen Catholic University in Zizhuang, which is 10 miles southwest of Taipei. He studied Mandarin. The lessons he learned during his time in Taiwan, included: don't question the teacher in the classroom; on subways in Taiwan, always stand on the right side of the escalator unless you're passing someone; always cue in a neat and orderly line outside the subway; on the streets of Taiwan, never cross the street until there's a 'green man' waving at you from across the street, even if there is no oncoming traffic. His experiences helped him realize there are very different way to view the world and to recognize and consider societal and cultural influences and differences when traveling abroad in the Army.

c. **US Corps of Cadets.** BG Steve Gilland, Commandant of Cadets, introduced Cadets Taylor England, she is a Command Sergeant Major in the 3rd Regiment and a Chemical Engineering major who wishes to branch Infantry following commissioning, and Cadet Andre Michell is a Cadet Battalion Commander of the 3rd Battalion, 3rd Regiment, he is a Computer Science major who is also requesting to branch infantry after graduation. Both Cadets briefed the board on their leadership experiences.

(1) Cadet England provided examples of enlisted Soldiers who had given her advice on how to lead and to never give up when the going gets tough. She has attended Air Assault and Airborne schools while at West Point. Both schools were mentally and physically challenging and she will be able to bring the lessons learned as well as experiences to her first unit and make her a better leader.

(2) Cadet Michell is a member of the Student Conference on U.S. Affairs (SCUSA), involved in the United Catholic Fellowship and a member of the special interest group on singles and communication (SigSac, for short). He has been a trainee at Cadet Basic Training, Cadet Field Training and Cadet Leader Development Training (CLDT). He then served as a Commander of CLDT. He learned what it means to create a vision, build a team around that vision, and accomplishing the mission. The experience gave him the confidence he needed to lead the Army's Soldiers and impressed upon him the importance of a leader's poise and to develop his principals, which will enable him to be a consistent leader.

d. **Director of Intercollegiate Athletics.** Mr. Eugeen (Boo) Corrigan, Athletic Director, introduced Cadet Clare Shea, the head of the Student Athlete Advisory Council (SAAC). There are 28 intercollegiate sports and of the 28 captains, one is selected to lead the SAAC.

Cadet Shea thanked everyone and introduced herself as an Operations Research major and Captain of the Women's Soccer Team. Being a team captain has been a great leadership experience, one that other Cadets don't necessarily get. She
then quoted General Douglas MacArthur, “On the fields of friendly strife are sown the seeds that, on other fields and other days, will bear the fruits of victory.” Cadet athletes exemplify what the Superintendent spoke about; building a culture of excellence and winning culture every day. Cadet Shea was a Platoon Leader during summer training, where there is a clear division between leader and subordinates and discussed how this is different on a team. On a team, regardless of class, cadets build closer relationships and become more friends and less subordinates.

The next topic was Sustain Diverse and Effective Teams. The first item under this topic discussed was gender integration and gender success at West Point, over the past 40+ years. LTG Caslen presented slides on retention at the Academy, by ethnic groups and gender. He explained retention rates to the Board over the years and noted significant progress in retaining female cadets between 1980-1995. In 1995, General Abizaid, then Commandant of Cadets, changed the “fourth-class leader development system” to the “cadet leader development system.” The significant difference is that every class is responsible for leadership, and this has shifted USMA’s focus to more of a developmental model. As a result, numerous programs have been created for retention support. For example, incoming Cadets who come from urban or underprivileged communities may never have been exposed to water, but they must pass a course in survival swimming. We started a beginner swim course that helps these cadets develop a familiarity with water and the basics of swimming. Similar programs have been instituted for Math and English. Peer-tutoring programs have also become successful.

He noted a 100% increase in African American failures as a result of the Cultural Affairs Seminar, a peer-led group. Cadets are teaching each other most evenings, at 7:30pm on the 4th floor of Thayer Hall. There is also a Character Support Program. A Cadet who has issues with character, such as respect, honor, or alcohol, who aren’t separated, will go into a Special Leader Development Mentorship Program. All of these programs are designed to meet the cadets where they are, and develop them into leaders of character.

e. Sexual Harassment/Assault Response and Prevention (SHARP) Update. During AY 17-18, the number of reports has increased; this does not mean overall assaults are up, only that reporting is up. Unrestricted reports are investigated, while restricted reports cannot be investigated. There are many reasons reports are reported as restricted, such as not wanting to harm the alleged assailant’s career or reputation. Of the 24 reports, and that were investigated, 7 were founded and action taken, 9 were unfounded and 5 are still under investigation. The number of restricted reports was higher – 29, with 8 of them having been converted from restricted reports. Of note, reports during summer training, when Cadets are away from West Point, reporting has increased. USMA leadership, in the past, usually didn’t find out about a sexual assault until after the Cadet returned to USMA. What is happening now, is Cadets are reporting assaults right away, even if they aren’t at West Point, indicating an increase in the confidence in reporting and the system; victims increasingly feel confidence the system will provide support and hold offenders accountable. There has been an increase of incidents reported involving Staff and Faculty, which is concerning and the first time it’s been seen since LTG Caslen has arrived. This is an issue not only at USMA, but also
at the USMA Prep School. Although most reports are Cadet-on-Cadet, there have been some staff-on-Cadet, where the assailant is from staff and faculty.

Ms. Samantha Ross, SHARP Program Manager briefed the Board on the Annual SHARP Symposium, which was completed the week before this meeting. This year's theme was called "Relationships 101" and included several activities and speakers. This year's symposium added a new element of a mandatory lecture series that every member of the Corps of Cadets attended. Each group had a specific topic and speaker, including Alexis Jones, who spoke to athletes; "Sex Signals," which was the topic for Yearlings, and is used across the Army; Don McPherson, former college and NFL football player, spoke about encouraging men to be their authentic selves spoke to Firsties; Mr. Mike Domitri spoke to Plebes with his program called "Can I Kiss You" on how to look at another person with respect and use that respect in an interactive relationship with them.

BG Cindy Jebb, introduced LTC Bryan Price, Director of West Point's Counter Terrorism Center (CTC). Prior to 2003, there was no institutionalized education for the Cadets relating to counterterrorism, counterinsurgency, and Homeland Security. The CTC was setup 14 years ago and is also involved in the education of arming current and future leaders about the topics of counterterrorism. The CTC has a 3-prong approach: to teach, research, and advise policymakers. The CTC manages the Academy's largest academic minor in Terrorism Studies, and its staff goes outside the Academy to teach staffs in the Department of Defense and other agencies. A few examples, LTC Price provided were; CTC staff members briefed the 75th Ranger Regiment on the CTC's research about the Islamic State; and a faculty member in Washington, DC briefed the Central Intelligence Agency (CIA) and the office of the Director of National Intelligence on its Africa research. In the past 18 months, the CTC has briefed its research in front of agencies such as the Secretary of Defense, Director of the CIA, four different Combat commanders, including the US Special Operations Command, Central Command (CENTCOM), Northern Command (NORTHCOM), and Africa Command (AFRICOM). In one week this fall, the CTC hosted the Commander of the New York City Joint Terrorism Task Force, the US Ambassador from AFRICOM and the director of the National Counterterrorism Center. The CTC is primarily funded by private and independent funds, which allows them independence to conduct research. They have a joint program with the US Special Operations Command, called "the Harmony Project" that allows them access to captured battlefield documents, which are then declassified and provided to the CTC. Some of the documents the CTC has includes documents from the bin Laden compound, from Abbottabad, Pakistan.

Developing Cadets is the most important mission of the CTC. The Cadets take what they learn in the classroom and apply the information to real-world problems. Some of these include a summer internship program, Cadets are sent to various agencies, such as the Federal Bureau of Investigation’s (FBI) elite Fly Team, the organization that flies all around the world to investigate terrorism incidents. Cadets participated in a State Department/Facebook-sponsored program to craft counter-narrative social media.
campaigns to counter the Islamic State. The CTC did research on the largest cache of ISIL foreign fighter personnel records in a joint effort between the CTC and NBC.

BG Jebb then went over some initiatives the Dean’s Office is working on.

(1) Intolerance – An “Author’s Night” was held, in collaboration with Bard College, celebrating 200 scholarly works between January-June 2017, which provided a different light on the topic of intolerance. They continue to post visits.

(2) A Book Club Focused on the “Immortal Life of Henrietta Lacks.” The book is very rich in terms of political, social, and cultural context.

(3) Different Classroom Configurations. Moving into the next decade, and academic building renovations, there is a need to change classroom design. The Dean’s Staff is experimenting with different classroom configurations.

f. Effective Stewardship. LTG Caslen started with a question he is often asked by Board members, “How can we help you?” He gave three areas where members could provide assistance with upcoming legislation in the upcoming National Defense Authorization Act (NDAA) and one area which affects the US Army Garrison West Point.

(1) There is language in the NDAA that would reduce the Dean’s rank. The NDAA would relegate the decision to the Army, so the Army can determine the rank of the Dean of the Academic Board, which is currently Brigadier General. USMA believes the Dean of the Academic Board should remain at Brigadier General.

(2) Pro Sports. This particular issue is currently in committee – the House of Representatives feels a graduate of a service academy, recruited by professional sports teams, should serve five years of active duty after graduation, while the Senate feels a graduate of this sort should go into the Reserves after graduation. USMA’s position is if a Cadet upon graduation, is being recruited by pro sports teams, should not forfeit his/her obligation to the Nation; this obligation can be an alternate form of service, but not forfeiture of service. There is great benefit when graduates, who become professional athletes put on their uniforms and go to high schools and talk to potential applicants who are interested in the US Army. This would also address another national problem – the civilian/military gap that exists in America.

(3) “Act for Healthcare Reform”. LTG Caslen is very concerned because West Point’s Keller Army Community Hospital (KACH) could lose much of its inpatient capability, such as orthopedic surgery. Further, the installation’s senior commander, i.e., the Superintendent, would lose command and control of the hospital. He introduced COL Eric Sones, the KACH Commander, to discuss the issue. COL Sones noted the first part of this change would take effect on October 1, 2018, when DHA takes ownership of the healthcare system, the second part is the loss of Emergency Room capability, which would strongly degrade West Point’s readiness. Over the last five years, KACH has had an average of 358 inpatients (Cadets) at KACH per year.
Unlike the Naval and Air Force Academies, there is no large city outside of the gates of West Point. Should these capabilities be lost, the nearest hospital with an ER is north, over Storm King Mountain in Newburgh, NY, which in the winter can be treacherous. Readiness as well as accountability will be significantly degraded as Cadets will no longer be treated on West Point.

(4) A-76. Office of Management and Budget (OMB) Circular A-76 provides the policy guidance and implementation procedures for government agencies to use in deciding whether to contract out for commercial activities – a product or service that could be obtained from a private sector source. LTG Caslen introduced COL Andrew Hanson, the Commander, US Army Garrison West Point, to discuss. COL Hanson is tasked with creating and maintaining the facilities and infrastructure to allow instructors and Cadets to receive a good education and other opportunities. A-76 regulations mandates that workers cannot be replaced by contractors and studies done in the past to find the “most efficient organization” cannot be conducted right now. In 2003-2005, West Point conducted an A-76 and the in-house workers were deemed as the “most efficient organization.” Since then, 215 authorizations were removed from the US Army Garrison West Point’s table of authorizations. The consequences of the loss of these positions include Cadets having to clean the barracks and man the security gates. In 2013, there were 203 facilities rated as poor or failing; in 2017, that number is now 475. There are two options that would help the Garrison, and by extension, USMA, with this issue:

(a) Re-compete in A-76 in order to allow the Garrison to contract out the work

(b) Return some of the civilian authorizations that have been lost to increase the garrison workforce

LTG Caslen reiterated the issue facing West Point in its inability to fill these positions in the fields of security, custodial, and maintenance. USMA has the funding available to contract out the work, however, due to A-76 USMA is unable to do so. These functions must remain in government service and without additional manpower these functions, security, custodial, and maintenance, cannot be done properly.

COL Greg Boylan, Director of Strategic Resource Planning and Integration, or G5R, at USMA briefed the Board on the USMA 2035 vision. Over the past hundred-plus years, starting at the turn of the 20th century, USMA saw three major renovation periods, each roughly 30 years apart. The last and most recent of these renovations occurred in the 1960’s. The current renovation wave started with the Cadet Barracks Upgrade Project (CBUP) and includes renovations to existing barracks and the building of the newest barracks, Davis Barracks. Academic building and military development complex, such as Camps Buckner and Natural Bridge, which were built in the 1900’s as vacation homes and “Mine Town” and were acquired by USMA in 1943 and are 20 years overdue for major renovation and modernization. The current renovation projects, through 2035 will include CBUP, CEAC (Cyber and Engineering Academic Center), and ABUP (Academic Building Upgrade Program). The CEAC and ABUP will enable the academic
program to functionally align to be more effective and efficient accomplish the mission. A Humanities Center will be completed on Trophy Point, and the West Point Military Complex Upgrade (MILCUP) will yield a world-class military education, academic, training, and readiness vision, and includes upgrading the Camps and Ranges surrounding West Point. On the physical development side, historic portions of Arvin Gym, not addressed when Arvin was renovated 10 years ago, will be made and completed. This includes the system of pools, athletic fields, and the river courts. The east stands at Michie Stadium, which will house the Director of Intercollegiate Athletics will be upgraded, as will other athletic facilities, including Gillis Field House. Upgrades will also be made to Information Technology (IT) infrastructure and utilities infrastructure. Four takeaways from this briefing are:

(1) While complex and expansive, the program is executable

(2) Each phase is ‘like a rock being thrown into a pool,’ each will have ripple effects in the form of additional resources required to maintain and sustain the program in the future

(3) This is a lot and can be overwhelming, however these projects will evolve between now and 2035

(4) Recognize time doesn’t stop at 2035, and the need to ensure projects started now are linked to, and setting conditions for, whatever projects are needed beyond 2035

g. Confederate Naming. LTG Caslen briefly discussed the issue of Confederate naming, or any memorialization naming done at West Point. All naming is required to be done in conjunction with Army standards; it cannot be done separate of the Army. After the shooting in a predominately African-American church in Charleston, SC, the Superintendent was approached by three organizations to rename buildings, facilities, and rooms that were named after Confederate officers who graduated from USMA, most notably Robert E. Lee, who has no less than 12 buildings, facilities, rooms, etc., named after him on West Point. The Army as a whole, has a bigger problem, since 10 military posts are named after Confederate Generals. LTG Caslen asked General Milley if USMA could establish a panel to look at the issue. The bottom line is, USMA must stay in line with Army policy on the issue of Confederate naming. If the Army or Department of Defense mandates the renaming of Confederate-named entities, USMA will do so.

9. REMAINING BOARD BUSINESS.

Congressman Womack recognized LTC (R) Christopher Wagner, a USMA graduate and former instructor, to discuss his letter, submitted to the Board, regarding recent adverse news and social media coverage of USMA, in particular a letter LTG Caslen wrote in response to an open letter by a USMA Graduate regarding this coverage Appendix D). His main concerns were:
(1) Although LTG Caslen’s letter laid out the case of how well the Academy’s doing and has been doing in fulfilling its mission, it didn’t quite address the main concern: the frustration on the part of the faculty in fundamental discipline and honor violations not being properly disposed of.

(2) Having a command climate survey with regard to Honor might be an avenue to take to fact-find and understand where the faculty is on their interaction with the Cadet Honor System.

LTG Caslen began his response by providing statistics from last year, but prefaced it with background information on the 1976 Honor violation which resulted in the Bormann Commission, which examined USMA’s “...Honor Code, the Honor System, and conditions surrounding the honor system at West Point.” The Bormann Commission recommended to the Secretary of the Army to allow the Superintendent discretion – discretion to allow a Cadet to stay at West Point provided they complete an Honor Mentorship Program, and other conditions were put in place as well; if any of those conditions were violated, the suspension was removed and the Cadet separated. An example was of a cadet he met when he was the Commandant of Cadets, who was an incredible Cadet who had committed an Honor violation as a Plebe. She was granted discretion, and became one of the finest Cadets in the Class of 2007. LTG Caslen then gave several statistics regarding Honor cases he has adjudicated since becoming Superintendent, showing how discretion has given deserving Cadets a second chance to become better through the Honor Mentorship Program. He further noted the existence of the Superintendent’s Honor Review Committee, which includes staff and faculty members from across West Point and is headed by a Department Head. The Honor Review Committee meets continually to assess the status of the Honor system and its internalization by the Corps of Cadet. LTG Caslen also meets frequently with the Honor Review Committee. Every Cadet is surveyed on Honor once a year on their impression of the Honor Code and Honor System.

Congressman Womack thanked LTG Caslen for his detailed analysis of the Honor Code and Honor System as well as the explanation he presented. Congressman Maloney requested to make a statement. He thanked LTG Caslen for his update and to reiterate what was said earlier in the meeting about believing in the letter they agreed to send earlier. He thought the Superintendent did an excellent job of summarizing some of the allegations in his response to the letter referenced by LTC (R) Wagner. He then noted this was the second Board meeting in which a member of the public has been recognized to speak to the Board about their unsolicited thoughts on the Academy, on changes or the current status of the Academy. He then asked about the Board’s policy with respect to “...allowing people who write letters to join us and share their thoughts, and whether that’s going to be inclusive of all points of view, but more specifically to this instance...” A response to Congressman Maloney’s statement, regarding members of the public submitting statements for the Board’s consideration, was provided to Congressman Maloney and Congressman Womack’s Office, dated November 27, 2017 (Appendix E).
10. **ADJOURNMENT.** With no further comments, and having a motion, and second to adjourn, Congressman Womack adjourned the meeting at 12:16pm. This concluded the October 20, 2017 Fall Meeting of the USMA Board of Visitors.

Certified by:

STEPHEN A. WOMACK  
U.S. Representative  
Chairman

DEADRA K. GHOSTLAW  
Designated Federal Officer
ATTENDANCE ROSTER

Congressional Members:
Senator Jerry Moran
Congressman Steve Womack
Congressman Sean Patrick Maloney
Congresswoman Stephanie Murphy
Congressman Thomas Rooney

Presidential Appointees:
Ms. Sue Fulton
Ms. Bridget Altenburg
Ms. Jane Holl Lute
COL (Ret) Frederick H. Black, Sr.
Ms. Elizabeth McNally
HON Gerald McGowan

The following members were absent:
Senator Richard Burr
Senator Chris Murphy
Senator Kristen Gillibrand
Congressman Mike Conaway

Based on the BOV attendance, a quorum was present.

Other attendees:
Ms. Diane Randon, Senior Official Performing the Duties of Assistant Secretary of the Army for Manpower and Reserve Affairs
LTC Charcillea Schaefer, SAFM-BUL
MAJ Shawn Schroeder, OCLL
MAJ Jacquelynn Jordan, OCLL
COL Trevor Bradenkamp, 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 Mark D. Bieger, USMA Chief of Staff
LTC Charles Kean, Superintendent’s XO
MAJ Burton Eissler, Superintendent’s Aide de Camp
MAJ Justin L. Miller, Secretary of the General Staff
Ms. Deandra Ghostlaw, Assistant Secretary of the General Staff and DFO
Mr. Jeffrey Reynolds, Chief of Protocol/Alternate DFO
Ms. Stephanie Stach, Executive Assistant, Chief of Staff
BG Cindy Jebb, Dean of the Academic Board
MAJ Emily Spencer, Dean XO
BG Steve Gilland, Commandant of Cadets (USCC)
CSM Thomas Kenny, USCC Command Sergeant Major
Mr. Eugene Corrigan, Director of Intercollegiate Athletics
Mr. Gaylord Greene, AWPAA
COL Erik Christiansen, Staff Judge Advocate
COL Deborah McDonald, Director of Admissions
COL Holly West, USMA G5
Dr. Gerald Kobylski
MAJ Scot Keith, Public Affairs Officer
COL Edward Teague, Chief Information Officer/G6
LTC Chevelle Thomas, Incoming Public Affairs Officer
LTC James Osuna, Inspector General
LTC Kenneth Heckel, Director of Academy Advancement
Ms. Ana Wallace, Acting USMA G4
COL Eric Sones, Commander, MEDDAC
CSM Kyle Brunell, CSM-MEDDAC
LTC Russell Methvin, Commander, DENTAC
COL Christopher Budhias, Commander, USMAPS
CSM Eugene Dydasco, CSM-USMAPS
Ms. Samantha Ross, SHARP Program Manager
Mr. Leslie Brehm, DCS/USMA G-8
COL Andrew Hanson, Commander, USAG West Point
    COL Lynn Marr, CDR, US Army Medical Material Agency
    LTC Cecil Marson, War College Student, Incoming CDR, USAG West Point
Mr. Charles “Bo” Thompson, Sound Engineer
Mr. Scott Blair, Sound Engineer
Ms. Jennifer Linnartz, SJA, Recorder
Ms. Michelle Eberhart

Legislative Assistants:
Mr. Beau Walker (Rep Womack)
Mr. Alec Johnson (SEN C. Murphy)
Mr. Will Goodwin (SEN Gilibrand)
Mr. Cullen Lyons (Rep Maloney)
Ms. Khrisitian Silvis (Rep Maloney)
Mr. John Laufer (Rep S. Murphy)
Mr. Brennan Britton (SEN Moran)

Cadets:

Taylor England
George Grindley
Andre Michel
Clare Shea
Peter Zhu
Members of the Public:

Mr. Ken Kraetzer
BG (Ret) Samuel Lessey
Mr. Mike Randall
LTC (Ret) Christopher Wagner
Mrs. Debra Wagner
USMA Board of Visitors Meeting
20 October
West Point NY

Agenda

- Introduction
- Board Business
- Superintendent Topics
  - Strategic Imperative 1: Develop Leaders of Character
    - Advanced Individual Development (AIAD)
    - Semester Abroad
    - Military Advanced Individual Development (MIAD)
    - Leadership Detail
    - Team Captain
  - Strategic Imperative 2: Foster Relevance and Preeminence
    - Build Diverse and Effective Teams
      - Retention trends and efforts
    - SHARP Education Program
    - Intellectual Capital
    - Faculty and Staff Excellence
    - Stewardship
      - Impacts of National Defense Authorization Act
      - A76 law
      - Strategic Infrastructure Plan – “USMA 2035”
      - Memorialization
      - Discussion
Board Business

1. Approval of Minutes from last meeting
2. Approval of Annual Report
3. Date for next BOV—28 Feb or Mar 27 in Washington D.C.

Superintendent’s Topics
Key Events since last BOV

- Gettysburg Staff ride for AY18 Chain of command 11-12 Aug
- Marchback-Class of 2021 14 Aug
- Superintendent’s Award of Excellence- guest speaker Mr. Fareed Zakaria 17 Aug
- Affirmation-Class of 2019 20 Aug
- USMA Strategic Offsite 29-30 Aug
- Ring Weekend-Class of 2016 25-27 Aug
- NYC “Meet your Army” Engagement Dinner 6 Sep
- Branch Week 11-16 Sep
- Prince Albert of Monaco Visit 18 Sep
- President Petro Poroshenko of Ukraine Visit 18 Sep
- Ambassador Joe Westphal-Former US Ambassador to Saudi Arabia Visit 20 Sep
- President Duda of Poland Visit 21 Sep
- Tunnels to Towers 24 Sep
- Malek Soccer Stadium dedication 26 Sep
- Nininger Award Ceremony 28 Sep
- Athletic Hall of Fame dinner 29 Sep
- Relationship Summit 10-12 Oct
- Thayer Award Dinner-President George W. Bush 19 Oct

Vision and Mission

Vision
West Point is the world’s preeminent leader development institution.

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.

“Inspire Leaders of Character”
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!

USMA Strategic Plan

“Commitment to Character and Excellence”

Strategic Imperative 1:
Develop Leaders of Character
“What leaders does the Army need in 10, 20 and 30 years?”

West Point Leader Development Outcomes

Upon commissioning West Point graduates will:

• Live honorably and build trust
• Demonstrate military, intellectual and physical competence
• Develop, lead, and inspire
• Think critically and creatively
• Make sound and timely decisions
• Communicate and interact effectively
• Seek balance, be resilient, and demonstrate a strong and willing spirit
• Pursue excellence and continue to grow

Strategic Imperative 2:
Foster Relevance and Preeminence
“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals

• Build and sustain diverse and effective teams
• Develop and provide intellectual capacity
• Promote staff and faculty excellence
• Practice effective stewardship
• Instill and foster a culture of excellence and winning
West Point Leader Development Outcomes
Upon commissioning West Point graduates will:

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- Make sound and timely decisions
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- Seek balance, be resilient, and demonstrate a strong and willing spirit
- Pursue excellence and continue to grow

Strategic Imperative 1: Develop Leaders of Character
“What leaders does the Army need in 10, 20 and 30 years?”

Cadet Experiences

- Academic Advanced Development Program
  - Cadet Peter Zhu
- Semester Abroad
  - Cadet George Grindley
- Military Advanced Development Program
  - Cadet Taylor England
- Leadership Detail
  - Cadet Andre Michel
- Team Captain
  - Cadet Clare Shea
Cadet-Athletes and the Student Athlete Advisory Council

Clare Shea nominated as Senior CLASS award candidate, and serves as Student Athlete Advisory Council Chair

Men’s Lacrosse defeats two top-5 teams (Syracuse and Notre Dame) en route to being nationally ranked #16

2016-2017 Season Highlights
- .590 overall winning percentage was highest winning percentage since 1993-1994 season
- 43 Cadet Athletes on Patriot League Fall Academic Honor Roll
- 92 Cadet-Athletes made Winter/Spring Honor Roll
- 8 Patriot League All-Academic Teams
- 8 Patriot League All-Academic Teams

Men and Women’s Cross Country sweep Navy for first time since 2004

Volleyball defeats Navy in come-from-behind win in 5 sets

First time since 1984 that football beat Navy and won a bowl game in the same season

Men and Women’s Swimming and Diving both named Scholar All-America squads

Strategic Imperative 2: Foster Relevance and Preeminence

“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals
- Build and sustain diverse and effective teams
- Develop and provide intellectual capacity
- Promote staff and faculty excellence
- Practice effective stewardship
- Instill and foster a culture of excellence and winning
**Retention Support**

### Courses and Workshops
- RS100 & 101: Student Success Course
- RS102: Reading Efficiency Course
- RS103: Information Literacy & Critical Thinking
- PE 107: Developmental Fitness
- PE 109: Developmental Swimming
- MA100: Introductory Math
- EN100: Introductory English
- PL399A: Mental Skills Course (designed to accompany DPE STAP courses)
- Performance Psychology Workshop: focus on mental skills foundations

### Tutor Program
- Company visits and tutor certification (over 550 trained tutors in Corps)
- Organize Study Sessions and Term End Exam preparation sessions
- Cultural Affairs Seminar—Cadet led study groups

### Individualize Support
- Individual cadet appointments to provide academic and mental skills training
- First Year and Beyond Program
- Return to Learn and Concussion Care Management

### Athletic Academic Support Coordinators
- Academic support directly to cadet athletes

### Character Support
- Special Leader Development Program
  - Honor
  - Respect
  - Alcohol

### SHARP Update

#### Strategic Imperative 2:
**Foster Relevance and Preeminence**

“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

#### Goals
- Build and sustain diverse and effective teams
- Develop and provide intellectual capacity
- Promote staff and faculty excellence
- Practice effective stewardship
- Instill and foster a culture of excellence and winning
**SHARP Update**

<table>
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<tr>
<th>Annual Year</th>
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<th>Restricted</th>
<th>Conversion</th>
<th>Founded/Unfounded/Ongoing Investigation</th>
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<td>3</td>
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<td>6</td>
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<tr>
<td>16-17</td>
<td>24</td>
<td>21</td>
<td>8</td>
<td>7/9/5 – 4 Declined</td>
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<tr>
<td>17-18</td>
<td>10</td>
<td>5</td>
<td>1</td>
<td>0/0/7 – 3 Declined</td>
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</table>

+ Reports and Conversions increased over 50% in AY16-17
  - Several incidents in 16-17 (SA & Other Unprofessional Relationships) involved members of Staff & Faculty or other USMA Community members
  - Reports during summer training while CDTS were away from USMA increased over previous years (9)
  + Victim confidence in our system to support and hold offenders accountable

**Relationships 101 Symposium (10-12 Oct)**

**Mandatory Lecture Series**

<table>
<thead>
<tr>
<th>EVENT</th>
<th>AUDIENCE</th>
<th>TOPIC</th>
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<tbody>
<tr>
<td>Alexis Jones - #Locker Room Talk</td>
<td>Athletes</td>
<td>Men’s role in ending violence against women</td>
</tr>
<tr>
<td>“Sex Signals”</td>
<td>3rd Class</td>
<td>Relationships, communication and consent</td>
</tr>
<tr>
<td>Don McPherson – “Heat of the Moment”</td>
<td>1st Class</td>
<td>Understanding and ending men’s violence against women</td>
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<tr>
<td>“Shot of Reality”</td>
<td>2nd Class</td>
<td>Understanding the impact of alcohol on decision making and social situations</td>
</tr>
<tr>
<td>Mike Domitrz – “Can I Kiss You?”</td>
<td>4th Class</td>
<td>Bringing consent into sexual encounters</td>
</tr>
</tbody>
</table>

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

**Theme:** “Unlocking the mystery of human relationships”

**Workshops**
- #Getiton
- Growing up with Porn
- Professional & Intimate Relationships: What Wrong Looks Like
- Healthy Relationships
Symposium
Impact...Feedback

• Entire Corps attended class lectures
• Athletes attended at least two lectures
• 354 - Total voluntary attendees for all Symposium events
• Initial feedback from CDT Committees -
  “Seeing an honest speaker give their account and dialogue with CDTs”
  “I genuinely feel the entire Corps should hear these talks”
  “I was finally able to see issues and unhealthy tendencies in the relationships that I have…”
  “...incentivize mandatory lectures…”

Strategic Imperative 2:
Foster Relevance and Preeminence
“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals
• Build and sustain diverse and effective teams
• Develop and provide intellectual capacity
  • Promote staff and faculty excellence
  • Practice effective stewardship
  • Instill and foster a culture of excellence and winning
Intellectual Capital: Research Centers

- Combating Terrorism Center
- Center for Data Analysis and Statistics
- Center for Enhanced Performance
- Center for Environment & Geographical Science
- Center for the Adv. of Leader Dvlpmnt & Org. Learning
- Center for Holocaust and Genocide Studies
- Center for Innovation and Engineering
- Center for Lang., Cultures, and Regional Studies
- Center for Leadership and Diversity in STEM
- Center for Molecular Science
- Center for Nation Reconstruction and Capacity Dvlpmnt
- Center for Oral History
- Center for the Study of Civil-Military Operations
- Cyber Research Center
- Mathematical Sciences Center
- Modern War Institute
- Network Science Center
- Nuclear Science and Engineering Research Center
- Operations Research Center
- Photonics Research Center
- Robotics Research Center
- Simon Center for the Professional Military Ethic
- US Army Space and Missile Defense Command Research and Analysis Center
- West Point Center for the Rule of Law
- West Point Leadership Center
- West Point Simulation Center

https://www.usma.edu/centers/SitePages/Home.aspx

- Army Cyber Institute
- Office of Economic & Manpower Analysis
- Center for the Army Profession & Ethic

The Value of Combating Terrorism Center Research

- Easily Shared with Our CT Partners
- Elevates Public Understanding / Debate
- Animates Our Enemies
- Arms Warriors With Data-Driven Analysis

“Please send all that is issued from the combating terrorism center of the American military.”

Usama bin Laden

2/23/2018
Strategic Imperative 2: Foster Relevance and Preeminence

“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals
- Build and sustain diverse and effective teams
- Develop and provide intellectual capacity
- Promote staff and faculty excellence
- Practice effective stewardship
- Instill and foster a culture of excellence and winning
Initiatives

Dean's staff reorganization
Classroom Testbeds
Excepted service for long-term civilian faculty
Dean's Book Club for faculty, staff, and cadets
Post visits with civilian faculty members
West Point Authors Night

Strategic Imperative 2:
Foster Relevance and Preeminence
“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals
• Build and sustain diverse and effective teams
• Develop and provide intellectual capacity
• Promote staff and faculty excellence
• Practice effective stewardship
• Instill and foster a culture of excellence and winning
National Defense Authorization (NDAA) Impacts

Imperative 2: Foster Relevance and Preeminence

NDAA Language to Reduce Dean’s Rank

USMA opposes language that states that the Army is no longer required to staff the Dean of the Academic Board with a brigadier general slot

- Dean supervises staff and faculty of 800 individuals (including 42 colonels, 73 lieutenant colonels, and 154 civilian professors)
- Dean integrates across the Academy
- Dean manages annual budget of $86.5 million
- Dean is essential for competing for resources at Headquarters, Department of the Army and Army Human Resources Command
- Dean represents USMA in higher education, Department of Defense, and civil society venues
- USMA accreditation is rooted in academic quality
- Academic Program represents 55% of cadet class rank
NDAA Language for Pro Sports Policy

Section 543 of the FY 2018 NDAA (Senate Version s. 1519): "Discharge in the Selected Reserve of the Commissioned Service Obligation of Military Service Academy Graduates who Participate in Professional Athletics"

- This section would allow newly commissioned officers graduating from the military service academies, who obtain employment as professional athletes, to forego any active duty service and immediately serve in the Selected Reserve until the completion of their commissioned service obligation.

The White House strongly objects to the current language in Section 543, citing that “individuals should serve as full-fledged military officers, carrying out the normal work and career expectations of an officer who has received the extraordinary benefits of a taxpayer-funded military academy education.”

USMA Stance

- The average number of Cadet-Athletes who have the ability to pursue a professional career is very low—usually not more than one per year across football, basketball, hockey, baseball or lacrosse.
- Selected Reservist status would also enable support for graduates that potentially could compete in future Olympic Games
- The unique opportunities for recent graduates to participate in sports at the professional level enhances warfighting readiness by significant favorable exposure enhancing national recruiting, accessioning, and public affairs efforts
- This is not a forfeit of service for the remaining Active Duty Service Obligation, but an alternative service. The cadet's obligation to the American public is fulfilled as an officer in the Army reserves

FY17/18 National Defense Authorization Act Healthcare Reform Concerns

NDAA 2017 Section 702

- Defense Health Agency (DHA) becomes HQ of a single integrated healthcare system
- DHA Director becomes responsible for the administration of each Military Treatment Facility (MTF) through Service-led Intermediary Component Commands and Service-led MTFs
- Effective 1 Oct 18

Potential Impacts of NDAA 2017

- Business efficiency and readiness share equal importance
- Reduction of Keller Army Community Hospital services (emergency room, surgical, inpatient)
- Loss of Orthopedic and Physical Therapy Sports Medicine Programs

NDAA 2018 Sections 722/723

- Senate version would replace military MTF commander with military or civilian director if adopted

West Point inpatient and surgical capability at risk
Other Legislative issues

**Imperative 2: Foster Relevance and Preeminence**

Office of Management and Budget (OMB) A-76 and Section 2461 of Title 10, United States Code

- DoD is statutorily prohibited by law from converting any work currently performed, or designated for performance, by any number of civilian personnel to private sector (contract) performance
  - Restrictions prohibit the conversion of any work currently performed
  - This includes workload and positions that are impacted as a result of civilian workforce reductions
  - West Point is under A-76 restrictions and cannot convert its “in-house” work force
  - Over the last five years, West Point Garrison civilian workforce sustained a 25% reduction which equated to 215 authorizations
  - Square footage and complexity of work increasing
  - Two options: relief from A-76 or restoration of Department of the Army Civilian Authorizations

**A-76 Discussion**
Strategic Imperative 2: Foster Relevance and Preeminence

“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals
- Build and sustain diverse and effective teams
- Develop and provide intellectual capacity
- Promote staff and faculty excellence
- Practice effective stewardship
- Instill and foster a culture of excellence and winning

Infrastructure projects

The Evolution of the “Means” at West Point Over Time

- 1901-1914
  - Corps expansion underway
  - Major effort
  - Taylor Hall (1901)
  - Lincoln Hall (1902)
  - Cadet Chapel
  - Buffalo Sabres Field Complex
  - Bartlett Hall Phase 2

- 1910-1925
  - Corps expansion underway
  - Major effort
  - Grant Hall/MacVane (1910)
  - Taylor Hall/Addison (1911)
  - Bartlett Hall Phase (1912)
  - Gym expansion and Fieldhouse (1913)
  - Scott Barracks (1913)
  - Ordinance & Engineering Lab (1914)

- 1921-1925
  - Corps expansion underway
  - Major effort
  - Cotton Hall/Addison (1911)
  - Taylor Hall/Addison (1911)
  - Bartlett Hall Phase (1912)
  - Gym expansion and Fieldhouse (1913)
  - Scott Barracks (1913)
  - Ordinance & Engineering Lab (1914)

- Late 1950's-70's
  - Corps expansion underway
  - Major effort
  - Grant Hall/MacVane (1910)
  - Taylor Hall/Addison (1911)
  - Bartlett Hall Phase (1912)
  - Gym expansion and Fieldhouse (1913)
  - Scott Barracks (1913)
  - Ordinance & Engineering Lab (1914)

- 1960-1969
  - Corps expansion underway
  - Major effort
  - Grant Hall/MacVane (1910)
  - Taylor Hall/Addison (1911)
  - Bartlett Hall Phase (1912)
  - Gym expansion and Fieldhouse (1913)
  - Scott Barracks (1913)
  - Ordinance & Engineering Lab (1914)

- 1970-1979
  - Corps expansion underway
  - Major effort
  - Grant Hall/MacVane (1910)
  - Taylor Hall/Addison (1911)
  - Bartlett Hall Phase (1912)
  - Gym expansion and Fieldhouse (1913)
  - Scott Barracks (1913)
  - Ordinance & Engineering Lab (1914)

- Late 1950’s-70’s
  - Corps expansion underway
  - Major effort
  - Grant Hall/MacVane (1910)
  - Taylor Hall/Addison (1911)
  - Bartlett Hall Phase (1912)
  - Gym expansion and Fieldhouse (1913)
  - Scott Barracks (1913)
  - Ordinance & Engineering Lab (1914)

- 1980-1989
  - Corps expansion underway
  - Major effort
  - Grant Hall/MacVane (1910)
  - Taylor Hall/Addison (1911)
  - Bartlett Hall Phase (1912)
  - Gym expansion and Fieldhouse (1913)
  - Scott Barracks (1913)
  - Ordinance & Engineering Lab (1914)

- 1990-1999
  - Corps expansion underway
  - Major effort
  - Grant Hall/MacVane (1910)
  - Taylor Hall/Addison (1911)
  - Bartlett Hall Phase (1912)
  - Gym expansion and Fieldhouse (1913)
  - Scott Barracks (1913)
  - Ordinance & Engineering Lab (1914)

- 2000-present
  - Corps expansion underway
  - Major effort
  - Grant Hall/MacVane (1910)
  - Taylor Hall/Addison (1911)
  - Bartlett Hall Phase (1912)
  - Gym expansion and Fieldhouse (1913)
  - Scott Barracks (1913)
  - Ordinance & Engineering Lab (1914)

* USMA stood up the Expansion Planning and Control Office (EPCO) in 1963 to centralize and synchronize all expansion planning, coordination, and execution efforts over the decade(s) of the expansion timeline. We have done this again with the establishment of a USMA G-5R to coordinate and synchronize strategic resource planning and integration.
What we expect to be complete by 2035:

**ACADEMIC**
- CEAC with parking garage operation and in lifecycle management
- ABUP complete, functional realignment in effect
- "Humanities" Center complete – east anchor point to broader Trophy Point effort

**MILITARY**
- CBUP complete with barracks lifecycle management program in full swing
- Military complex upgrades complete – “world class” military education/training/leader development capabilities operational; linked to ranges and main campus via L/V/A/C training and simulations capabilities; life support systems in lifecycle management
- Range revitalization complete – commensurate with top-tier training reqts; linked via L/V/A/C capabilities; multi-functional; flexible to future adaptation

**PHYSICAL**
- Hayes gym top-to-bottom renovation complete – lifecycle merged with Arvin moving forward
- Natatorium complete – Competitive component (Crandall replacement) merged with community component
- CWSSL/M Pools refurbished; Crandall reduced to dive-tank only; excess space prepped for repurposing as needed/planned
- Target Hill/River Court Athletics fields revitalization complete
- Michie Stadium East Stands complete

**ENABLERS**
- Trophy Point revitalization complete – linked to Humanities Center; grounded by USMA and National history
- Community aquatics facility complete – recreational component of broader natatorium concept
- Community fitness center replacement complete
- Current MWR fitness center building functions all relocated; space prepped for further cemetery expansion
- Supporting infrastructure modifications to enable efforts in A, M, and P pillars complete and in lifecycle management
- All personnel augmentation requirements are complete – phased in over 18-year period

Getting to 2035: Integrating and Synchronizing the Program

Key Takeaways:
1) Program is executable
2) Major concurrent "Upgrade Programs" going to create ripple effects that require additional resources to operationalize, manage, and sustain into the future
3) Need to develop our goals for POM sequencing everything beyond ABUP (other than gift-funded efforts)
4) MUST ensure that what we’re focused on now is linked to and sets conditions for what we want to do NEXT…

What’s Next…?
- Thayer roof extension?
- South Post revitalization?
- West Point Military Training Complex?
- BSF parking/athletic field complex?
- Thayer Gate access expansion?
- Natatorium?
- BEYOND 2035…?
**ABUP Update**

**Current Sequencing Plan for ABUP Buildings**

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<th>Project</th>
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**Future ABUP Work**

a. Building Q & F Ratings (Oct - Nov)
b. Finalize ABUP Sequencing (Oct - Nov)
c. Area Development Plan (Nov - Dec)
d. CEAC & Parking Garage Design (Nov-UTC)
e. Thayer Design Charrette (Nov - Dec)
f. A&E Firm review for utilities, IT, transportation, force protection, KM, maintenance, etc (Dec-Jan)

**West Point Military Complex: The Future of Military Development**

**PURPOSE:** Provide scalable, adaptable, and sustainable development options that require the integration of intellectual acumen and physical performance to prepare leaders to win in the contemporary operating environment.

**Infrastructure should...**

- facilitate the integration of and contributions to the Decisive Action Training Environment (DATE) and military professional development of staff and faculty.
- resemble what our LTs will see at CTCs and possible deployments – lay the foundation for mastery of military competencies.
- be adjustable and scalable to changes in training events and fluctuations in training support population size.
- support the research and networking efforts of the academy and promote its relationships with the Total Army Force.
- support maximum capacity training (APR through SEP) and tailor the off-cycle events for multiple stakeholders.

**END STATE:**

World class WPMC that facilitates training in support of evolving contemporary requirements, while remaining adaptive to future changes in training competencies, equipment, and force structure.
2/23/2018

The Way Ahead...

ABUP – A/E Planning
- Write program
- Detailed planning (both overall / building)
- IMCOM/ACSIM Management

January 2019
- Vision translated into 15-year plan
- Synchronizes remaining portions of modernization effort
- Future POM cycles planned
- Emerging growth strategy codified to support

USMA 2035

Jefferson Hall (2008)
Bartlett Hall (2016)
Davis Barracks (2017)
CBUP (ongoing)

2000-present

FY18 into FY19

2/23/2018

CEAC/Parking Structure
- Engage Members of Congress to execute two projects as one
- Begin in FY19

Remaining ADPs
- Clinton (Main Central Post Area): link ABUP planning to broader area development vision for the main campus area
- Others: Link area development vision across all pillars/Lines of Effort (Academic, Physical, Military, Enablers)
  - Queensbore (Ranges/Training Areas – Putnam (Upper Central Post Area)

West Point Military Complex
- Continue to refine vision and plan for implementation with HQDA G-3/5/7 (Training Directorate)
- Communicate vision and strategy for implementation with Army Senior Leaders and Members of Congress

USMA 2035

Discussion Topics

Imperative 2: Foster Relevance and Preeminence

44
West Point has been looking at this and related topics for years now, as it remains a part of our shared history and future.

- **June 2015:** Charleston events
- **July 2015:** 3 different USMA governance groups asked for review of Confederate Memorials
- **May 2016:** USMA formed two Memorialization Review Teams
  - **Purpose:** To assess existing memorials at USMA and the consistency of message
  - **Study:** Discussions with SMEs, 7 Focus groups (Staff & Faculty, alumni, cadets), survey
- **Nov 2016:** Teams presented recommendations to Superintendent
- **May 2017:** Final Reports forwarded to Department of the Army
- **June 2017:** USMA received guidance from Department of Army to continue to study
- **Aug 2017:** Charlottesville events
- **Sept 2017:** USMA conducted first “Hot Topics” sessions
  - **Purpose:** To create the environment for open and candid conversations about controversial topics and to increase empathy … to discuss rather than to debate

*West Point will remain fully consistent and in support of the Army, while continuing to pursue areas of common ground.*

---

**Lincoln Center Concert**

**West Point Band**

*Inspiring America’s Leaders for 200 Years*

**29 October 2017**

*Lincoln Center Concert*
Discussion

Back-up Slide
26 OCT 17

The Honorable Ryan D. McCarthy
Acting Secretary of the Army

General Mark A. Milley
Chief of Staff of the Army

SUBJECT: Open Letter Concerning the Current State of the U.S. Military Academy

This letter is on behalf of members of the United States Military Academy (USMA) Board of Visitors. We are appointed to ensure West Point produces leaders of character to win America's wars and to push for continuous improvement in this mission. As the President's representatives, we work for the American people as the nation's watchdog over performance of their Military Academy. We take these responsibilities very seriously.

Among our members are Academy graduates and other veterans, as well as former West Point instructors. Nine of us are members of Congress; six of us are Presidential appointees. We represent a broad spectrum of political and personal views. We don't always agree, but we are all dedicated to demanding excellence from West Point.

To accomplish our mission, we seek input from a variety of formal and informal sources. We regularly meet with Academy leadership to discuss issues of strategic and public importance. We observe training, inspect facilities, and engage with cadets, staff, and faculty. We also each engage with West Point in personal ways. Members of Congress nominate cadet candidates. "Old Grads" and former faculty members engage with fellow alums and faculty through personal and professional networks. We incorporate information from all of these venues when deliberating on concerns raised about the Academy. It is a healthy and engaged forum.

Recently, published information impeaching the honor and character of USMA and its leadership has circulated on social media and we feel it deserves a response from the Board of Visitors. Here is our overall assessment, based on careful observations and evaluation.

The time-honored standards in all four pillars of West Point training — military, academic, physical, and character — are as strong as ever. USMA faces many of the same challenges as any other university. Even as USMA has evolved along with society, our standards and output as strong as ever.

We believe in a developmental model. When a cadet fails to perform to a standard, USMA must do its best to train, mentor, coach, and motivate the cadet to adapt and overcome individual shortcomings. The process is designed to build men and women capable of leading soldiers. The process works to ensure that poor performers, those who who consistently fail to meet the standard — in any of the four pillars — do not make the cut. The Academic Board works tirelessly to evaluate each and every cadet fairly and consistently, according to the standards for effective Army leadership.

West Point is not perfect, thus criticism is certain. The Academy and this Board welcome any feedback or concerns. At each Board meeting, we will entertain questions or issues that have been submitted through the proper channels. We expect Academy leadership to be responsive to its critics with proper and thorough accountability.
The Academy is currently investigating how 2LT Rapone was allowed to graduate with an ideology contrary to our values; we believe based on our experience that leadership will determine what happened, and make all necessary changes to ensure it doesn't happen again.

That said, in our studied opinion, we believe the current Academy leadership is outstanding. The Superintendent, the Dean, the Commandant, and the entire leadership team lead the institution with remarkable competence, character, and commitment. They personify the motto: Duty, Honor, Country. LTG Bob Caslen, in particular, is a man of unparalleled integrity, has driven positive change, and increased focus on developing leaders of character at USMA. We appreciate his loyalty and dedication to the mission of leading USMA, and we are prepared to march through hell to defend him.

Respectfully submitted,

STEPHEN A. WOMACK
U.S. House of Representative Chair, USMA Board of Visitors

BRENDA S. FULTON
Asbury Park, NJ
Vice Chair, USMA Board of Visitors
From: LTC (Ret) Christopher G. Wagner, 1980 USMA Graduate
Address: 8714 Piccadilly Pl., Springfield, VA 22151
Phone: 703-323-8028 or 703-862-8028

To: Designated Federal Officer (DFO) at:
United States Military Academy, Office of the Secretary of the General Staff (MASG),
646 Swift Road, West Point, NY 10996-1905

Dear Sir/Madam,

I am not a “disgruntled old corps grad.” I am a proud member of the class where women were admitted for the first time. I did teach in EECS 1990-1993 and am disturbed by the cadet conduct, and Academy treatment of those faculty trying to uphold the most BASIC of standards and honor violations: The ones you learn (absolutely and developmentally) in Cadet Basic Training.

While I take some issue with the personal attack (calling Leadership “Liars”) in LTC (Ret) Heffington’s Open Letter, I have to say that LTG Caslan, in defending the results attained in a myriad of statistics, has failed to address the most crucial criticism levied by this former faculty member. That is, the RESPONSES he, and (it appears) other faculty have gotten from Academy Leadership in reporting —honor violations— and other obvious lapses of basic discipline, including failure to stand in the presence of an officer and speaking with contempt.

The lack of direct response to this aspect of his letter by the Superintendent appears to be a serious omission. We must remember that there were signs of trouble that were ignored before the 1975-1976 Cheating Scandal. There are always warning signs. Being “cool on honor” was a thing. Even in 1990-1993, the practice was: 1) Recognize a problem, 2) Admit it and not hide or discount it no matter how ugly and 3) ADDRESS it HEAD ON.

My questions:
1. Can the Superintendent please address this critical aspect of LTC Heffington’s letter?

2. Can the Academic Departments be polled, like a Command Climate Survey, to determine whether the faculty experiences corroborate the assertions of LTC Heffington? Can these be reported to the Board of Visitors?

Sincerely,
Christopher G. Wagner
LTC, USA (Ret)
USMA 1980

From: LTC (Ret) Christopher G. Wagner, 1980 USMA Graduate
Address: 8714 Piccadilly Pl., Springfield, VA 22151
Phone: 703-323-8028 or 703-862-8028
Sent from my iPad
United States Military Academy
Board of Visitors
646 Swift Road
West Point, New York 10996

November 27, 2017

The Honorable Sean Patrick Maloney
United States Representative
123 Grand Street, 2nd Floor
Newburgh, NY 12550

Dear Representative Maloney:

This letter should address your comments regarding written statements made to the USMA Board of Visitors by Members of the Public, at the October 20, 2017 meeting, and their ability to address the Board. A Federal Register notice is required to be published a minimum of 15 days prior to any meeting of a committee formed under the Federal Advisory Committee Act, such as the USMA Board of Visitors. Notices for the USMA Board of Visitors are usually published about 20 days prior to meetings. This notice contains information on the date, time, location, ID requirements, agenda, and information specific to Members of the Public attendance at open meetings. The following is provided:

Members of the Public are entitled to submit written comments or statements to the USMA Board of Visitors pursuant to 41 CFR Section 102-3.105(j) and 102-3.140 and section 10(a)(3) of the Federal Advisory Committee Act. These statements may be submitted in response to the stated agenda of the meeting or in regard to the Board’s mission in general. Written comments should be received by the Designated Federal Office (DFO) at least seven business days prior to a meeting in order to be considered by the Board. As the DFO, I review all submitted written comments or statements received, even when they are submitted beyond seven business days before an open meeting of the USMA Board of Visitors.

I share letters and statements to the Board of Visitors with the Chair of the Board and we discuss whether the letter or statement should be considered before a Board meeting begins. In those instances where a letter or statement is received beyond seven business days prior to a meeting, the Chair has the option to consider the letter or statement at the upcoming meeting, or consider it at the next, regularly scheduled, meeting of the Board. The Chair, in coordination with the DFO can decide if the writer should address the Board, at the end of the meeting, if time permits.

As of a few years ago, the following verbiage is included in Federal Register notices:

“Pursuant to 41 CFR § 102-3.140d, the committee is not obligated to allow a member of the public to speak or otherwise address the committee during the meeting. However, the committee Designated Federal Official and Chairperson may choose to invite certain submitters
to present their comments verbally during the open portion of this meeting or at a future meeting. The Designated Federal Officer, in consultation with the committee Chairperson, may allot a specific amount of time for submitters to present their comments verbally."

All of the provisions of the above references were adhered to prior to the start of the October 20, 2017 meeting. It is important all members of the public be allowed to be recognized at open meetings of the USMA Board of Visitors, provided all the provisions and rules are adhered to, and the Chair makes the decision in conjunction with the Designated Federal Officer.

I trust this addresses your concerns. Should you have any questions, or require additional information, please do not hesitate to contact me at (845) 938-4200 or by e-mail, deadra.ghostlaw@usma.edu.

Sincerely,

[Signature]

Deandra K. Ghostlaw
Designated Federal Officer
USMA Board of Visitors
USMA Board of Visitors Meeting
20 October
West Point NY

Agenda

- Introduction
- Board Business
- Superintendent Topics
  - Strategic Imperative 1: Develop Leaders of Character
    - Advanced Individual Development (AIAD)
    - Semester Abroad
    - Military Advanced Individual Development (MIAD)
    - Leadership Detail
    - Team Captain
  - Strategic Imperative 2: Foster Relevance and Preeminence
    - Build Diverse and Effective Teams
      - Retention trends and efforts
      - SHARP Education Program
    - Intellectual Capital
    - Faculty and Staff Excellence
    - Stewardship
      - Impacts of National Defense Authorization Act
      - A76 law
      - Strategic Infrastructure Plan – “USMA 2035”
      - Memorialization
    - Discussion
Board Business

1. Approval of Minutes from last meeting
2. Approval of Annual Report
3. Date for next BOV—28 Feb or Mar 27 in Washington D.C.

Superintendent’s Topics
Key Events since last BOV

- Gettysburg Staff ride for AY18 Chain of command 11-12 Aug
- Marchback-Class of 2021 14 Aug
- Superintendent’s Award of Excellence- guest speaker Mr. Fareed Zakaria 17 Aug
- Affirmation-Class of 2019 20 Aug
- USMA Strategic Offsite 29-30 Aug
- Ring Weekend-Class of 2016 25-27 Aug
- NYC “Meet your Army” Engagement Dinner 6 Sep
- Branch Week 11-16 Sep
- Prince Albert of Monaco Visit 18 Sep
- President Petro Poroshenko of UkraineVisit 18 Sep
- Ambassador Joe Westphal-Former US Ambassador to Saudi Arabia Visit 20 Sep
- President Duda of Poland Visit 21 Sep
- Tunnels to Towers 24 Sep
- Malek Soccer Stadium dedication 26 Sep
- Nininger Award Ceremony 28 Sep
- Athletic Hall of Fame dinner 29 Sep
- Relationship Summit 10-12 Oct
- Thayer Award Dinner-President George W. Bush 19 Oct

Vision and Mission

Vision
West Point is the world’s preeminent leader development institution.

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.

“Inspire Leaders of Character”
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!**

USMA Strategic Plan

“Commitment to Character and Excellence”

**Strategic Imperative 1:**

*Develop Leaders of Character*

“What leaders does the Army need in 10, 20 and 30 years?”

**West Point Leader Development Outcomes**

*Upon commissioning West Point graduates will:*

- Live honorably and build trust
- Demonstrate military, intellectual and physical competence
- Develop, lead, and inspire
- Think critically and creatively
- Make sound and timely decisions
- Communicate and interact effectively
- Seek balance, be resilient, and demonstrate a strong and willing spirit
- Pursue excellence and continue to grow

**Strategic Imperative 2:**

*Foster Relevance and Preeminence*

“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

**Goals**

- Build and sustain diverse and effective teams
- Develop and provide intellectual capacity
- Promote staff and faculty excellence
- Practice effective stewardship
- Instill and foster a culture of excellence and winning
West Point Leader Development Outcomes
Upon commissioning West Point graduates will:

• Live honorably and build trust
• Demonstrate military, intellectual and physical competence
• Develop, lead, and inspire
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• Make sound and timely decisions
• Communicate and interact effectively
• Seek balance, be resilient, and demonstrate a strong and willing spirit
• Pursue excellence and continue to grow

Strategic Imperative 1:
Develop Leaders of Character
“What leaders does the Army need in 10, 20 and 30 years?”

Cadet Experiences

• Academic Advanced Development Program
  • Cadet Peter Zhu
• Semester Abroad
  • Cadet George Grindley
• Military Advanced Development Program
  • Cadet Taylor England
• Leadership Detail
  • Cadet Andre Michel
• Team Captain
  • Cadet Clare Shea
Cadet-Athletes and the Student Athlete Advisory Council

2016-2017 Season Highlights
- .590 overall winning percentage was highest winning percentage since 1993-1994 season
- 43 Cadet Athletes on Patriot League Fall Academic Honor Roll
- 92 Cadet-Athletes made Winter/Spring Honor Roll
- 8 Patriot League All-Academic Teams
- 8 Patriot League All-Academic Teams

Strategic Imperative 2: Foster Relevance and Preeminence
“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals
• Build and sustain diverse and effective teams
  • Develop and provide intellectual capacity
  • Promote staff and faculty excellence
  • Practice effective stewardship
  • Instill and foster a culture of excellence and winning
Retention Support

Courses and Workshops
- RS100 & 101: Student Success Course
- RS102: Reading Efficiency Course
- RS103: Information Literacy & Critical Thinking
- PE 107: Developmental Fitness
- PE 109: Developmental Swimming
- MA100: Introductory Math
- EN100: Introductory English
- PL399A: Mental Skills Course (designed to accompany DPE STAP courses)
- Performance Psychology Workshop: focus on mental skills foundations

Individualize Support
- Individual cadet appointments to provide academic and mental skills training
- First Year and Beyond Program
- Return to Learn and Concussion Care Management

Athletic Academic Support Coordinators
- Academic support directly to cadet athletes

Tutor Program
- Company visits and tutor certification (over 550 trained tutors in Corps)
- Organize Study Sessions and Term End Exam preparation sessions
- Cultural Affairs Seminar—Cadet led study groups

Character Support
- Special Leader Development Program
  - Honor
  - Respect
  - Alcohol

SHARP Update

Strategic Imperative 2: Foster Relevance and Preeminence
“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals
- Build and sustain diverse and effective teams
- Develop and provide intellectual capacity
- Promote staff and faculty excellence
- Practice effective stewardship
- Instill and foster a culture of excellence and winning
**SHARP Update**

<table>
<thead>
<tr>
<th>Annual Year</th>
<th>Unrestricted (incl conversions)</th>
<th>Restricted</th>
<th>Conversion</th>
<th>Founded/ Unfounded/ Ongoing Investigation</th>
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<tbody>
<tr>
<td>14-15</td>
<td>18</td>
<td>1</td>
<td>3</td>
<td>9</td>
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<tr>
<td>15-16</td>
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<td>7</td>
</tr>
<tr>
<td>16-17</td>
<td>24</td>
<td>21</td>
<td>8</td>
<td>7/9/5 – 4 Declined</td>
</tr>
<tr>
<td>17-18</td>
<td>10</td>
<td>5</td>
<td>1</td>
<td>0/0/7 – 3 Declined</td>
</tr>
</tbody>
</table>

+ Reports and Conversions increased over 50% in AY16-17
- Several incidents in 16-17 (SA & Other Unprofessional Relationships) involved members of Staff & Faculty or other USMA Community members
- Reports during summer training while CDTS were away from USMA increased over previous years (9)
+ Victim confidence in our system to support and hold offenders accountable

---

**Relationships 101 Symposium (10-12 Oct)**

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

**Theme:** “Unlocking the mystery of human relationships”

**Mandatory Lecture Series**

<table>
<thead>
<tr>
<th>EVENT</th>
<th>AUDIENCE</th>
<th>TOPIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alexis Jones - #Locker Room Talk</td>
<td>Athletes</td>
<td>Men’s role in ending violence against women</td>
</tr>
<tr>
<td>“Sex Signals”</td>
<td>3rd Class</td>
<td>Relationships, communication and consent</td>
</tr>
<tr>
<td>Don McPherson – “Heat of the Moment”</td>
<td>1st Class</td>
<td>Understanding and ending men’s violence against women</td>
</tr>
<tr>
<td>“Shot of Reality”</td>
<td>2nd Class</td>
<td>Understanding the impact of alcohol on decision making and social situations</td>
</tr>
<tr>
<td>Mike Domitrz – “Can I Kiss You?”</td>
<td>4th Class</td>
<td>Bringing consent into sexual encounters</td>
</tr>
</tbody>
</table>

**Workshops**
- #Getiton
- Growing up with Porn
- Professional & Intimate Relationships: What Wrong Looks Like
- Healthy Relationships
Symposium Impact...Feedback

- Entire Corps attended class lectures
- Athletes attended at least two lectures
- 354 - Total voluntary attendees for all Symposium events
- Initial feedback from CDT Committees -
  "Seeing an honest speaker give their account and dialogue with CDTs"
  "I genuinely feel the entire Corps should hear these talks"
  "I was finally able to see issues and unhealthy tendencies in the relationships that I have…"
  "...incentivize mandatory lectures…"

Strategic Imperative 2: Foster Relevance and Preeminence

“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals

- Build and sustain diverse and effective teams
- Develop and provide intellectual capacity
  - Promote staff and faculty excellence
  - Practice effective stewardship
  - Instill and foster a culture of excellence and winning
Intellectual Capital: Research Centers

- Combating Terrorism Center
- Center for Data Analysis and Statistics
- Center for Enhanced Performance
- Center for Environment & Geographical Science
- Center for the Adv. of Leader Development & Organization Learning
- Center for Innovation and Engineering
- Center for Language, Cultures, and Regional Studies
- Center for Leadership and Diversity in STEM
- Center for Molecular Science
- Center for Nation Reconstruction and Capacity Development
- Center for Oral History
- Center for the Study of Civil-Military Operations
- Cyber Research Center
- Mathematical Sciences Center
- Modern War Institute
- Network Science Center
- Nuclear Science and Engineering Research Center
- Operations Research Center
- Photonics Research Center

Educate

- Robotics Research Center
- Simon Center for the Professional Military Ethic
- US Army Space and Missile Defense Command Research and Analysis Center
- West Point Center for the Rule of Law
- West Point Leadership Center
- West Point Simulation Center

Advising

- Army Cyber Institute
- Office of Economic & Manpower Analysis
- Center for the Army Profession & Ethics

https://www.usma.edu/centers/SitePages/Home.aspx

The Value of Combating Terrorism Center Research

Easily Shared with Our CT Partners

Elevates Public Understanding / Debate

“Please send all that is issued from the combating terrorism center of the American military.”

Animates Our Enemies

Arms Warriors With Data-Driven Analysis
Strategic Imperative 2:
Foster Relevance and Preeminence
“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals
• Build and sustain diverse and effective teams
• Develop and provide intellectual capacity
• Promote staff and faculty excellence
• Practice effective stewardship
• Instill and foster a culture of excellence and winning
Strategic Imperative 2: Foster Relevance and Preeminence

“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals

• Build and sustain diverse and effective teams
• Develop and provide intellectual capacity
• Promote staff and faculty excellence
• Practice effective stewardship
• Instill and foster a culture of excellence and winning
National Defense Authorization (NDAA) Impacts

Imperative 2: Foster Relevance and Preeminence

NDAA Language to Reduce Dean’s Rank

USMA opposes language that states that the Army is no longer required to staff the Dean of the Academic Board with a brigadier general slot

- Dean supervises staff and faculty of 800 individuals (including 42 colonels, 73 lieutenant colonels, and 154 civilian professors)
- Dean integrates across the Academy
- Dean manages annual budget of $86.5 million
- Dean is essential for competing for resources at Headquarters, Department of the Army and Army Human Resources Command
- Dean represents USMA in higher education, Department of Defense, and civil society venues
- USMA accreditation is rooted in academic quality
- Academic Program represents 55% of cadet class rank
NDAA Language for Pro Sports Policy

Section 543 of the FY 2018 NDAA (Senate Version s. 1519) : “Discharge in the Selected Reserve of the Commissioned Service Obligation of Military Service Academy Graduates who Participate in Professional Athletics”

- This section would allow newly commissioned officers graduating from the military service academies, who obtain employment as professional athletes, to forego any active duty service and immediately serve in the Selected Reserve until the completion of their commissioned service obligation.

The White House strongly objects to the current language in Section 543, citing that “individuals should serve as full-fledged military officers, carrying out the normal work and career expectations of an officer who has received the extraordinary benefits of a taxpayer-funded military academy education.”

USMA Stance

- The average number of Cadet-Athletes who have the ability to pursue a professional career is very low—usually not more than one per year across football, basketball, hockey, baseball or lacrosse.
- Selected Reservist status would also enable support for graduates that potentially could compete in future Olympic Games
- The unique opportunities for recent graduates to participate in sports at the professional level enhances warfighting readiness by significant favorable exposure enhancing national recruiting, accessioning, and public affairs efforts
- This is not a forfeit of service for the remaining Active Duty Service Obligation, but an alternative service. The cadet's obligation to the American public is fulfilled as an officer in the Army reserves

FY17/18 National Defense Authorization Act Healthcare Reform Concerns

NDAA 2017 Section 702

- Defense Health Agency (DHA) becomes HQ of a single integrated healthcare system
- DHA Director becomes responsible for the administration of each Military Treatment Facility (MTF) through Service-led Intermediary Component Commands and Service-led MTFs
- Effective 1 Oct 18

Potential Impacts of NDAA 2017

- Business efficiency and readiness share equal importance
- Reduction of Keller Army Community Hospital services (emergency room, surgical, inpatient)
- Loss of Orthopedic and Physical Therapy Sports Medicine Programs

NDAA 2018 Sections 722/723

- Senate version would replace military MTF commander with military or civilian director if adopted

West Point inpatient and surgical capability at risk
Other Legislative issues

Imperative 2: Foster Relevance and Preeminence

Office of Management and Budget (OMB) A-76 and Section 2461 of Title 10, United States Code

- DoD is statutorily prohibited by law from converting any work currently performed, or designated for performance, by any number of civilian personnel to private sector (contract) performance
- Restrictions prohibit the conversion of any work currently performed
- This includes workload and positions that are impacted as a result of civilian workforce reductions
- West Point is under A-76 restrictions and cannot convert its "in-house" work force
- Over the last five years, West Point Garrison civilian workforce sustained a 25% reduction which equated to 215 authorizations
- Square footage and complexity of work increasing
- Two options: relief from A-76 or restoration of Department of the Army Civilian Authorizations
Strategic Imperative 2:
Foster Relevance and Preeminence
“What is required to foster relevance and preeminence in 10, 20 and 30 years?”

Goals
- Build and sustain diverse and effective teams
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- Instill and foster a culture of excellence and winning

Infrastructure projects

The Evolution of the “Means” at West Point Over Time

- Corps expansion underway
- Major effort
- 1901
- 1902 Congress appropriated funds
- Advisory Council established at USMA to aid Supt in decision process
- 1905-1914
- 1910-1925
- 1930's
- 1940's
- 1950's
- 1960's
- 1970's
- 1980's
- 1990's
- 2000-present

* USMA stood up the Expansion Planning and Control Office (EPCO) in 1963 to centralize and synchronize all expansion planning, coordination, and execution efforts over the decade(s) of the expansion timeline. We have done this again with the establishment of a USMA G-5R to coordinate and synchronize strategic resource planning and integration.
**USMA 2035**

**What we expect to be complete by 2035:**

**ACADEMIC**
- CEAC with parking garage operation and in lifecycle management
- ABUP complete, functional realignment in effect
- “Humanities” Center complete – east anchor point to broader Trophy Point effort

**MILITARY**
- CBUP complete with barracks lifecycle management program in full swing
- Military complex upgrades complete – “world class” military education/training/leader development capabilities operational; linked to ranges and main campus via L/V/A/C training and simulations capabilities; life support systems in lifecycle management
- Range revitalization complete – commensurate with top-tier training reqts; linked via L/V/A/C capabilities; multi-functional; flexible to future adaptation

**PHYSICAL**
- Hayes gym top-to-bottom renovation complete – lifecycle merged with Arvin moving forward
- Natatorium complete – Competitive component (Crandall replacement) merged with community component
- CWSSL/IM Pools refurbished; Crandall reduced to dive-tank only; excess space prepped for repurposing as needed/planned
- Target Hill/River Court Athletics fields revitalization complete
- Michie Stadium East Stands complete
- Gillis Fieldhouse overhaul and addition (~ 25K-50K ft²) complete

**ENABLERS**
- Trophy Point revitalization complete – linked to Humanities Center; grounded by USMA and National history
- Community aquatics facility complete – recreational component of broader natatorium concept
- Community fitness center replacement complete
- Current MWR fitness center building functions all relocated; space prepped for further cemetery expansion
- Supporting infrastructure modifications to enable efforts in A, M, and P pillars complete and in lifecycle management
- All personnel augmentation requirements are complete – phased in over 18-year period

---

**Getting to 2035: Integrating and Synchronizing the Program**

**Key Takeaways:**
1) Program is executable
2) Major concurrent “Upgrade Programs” going to create ripple effects that require additional resources to operationalize, manage, and sustain into the future
3) Need to develop our goals for POM sequencing everything beyond ABUP (other than gift-funded efforts)
4) **MUST** ensure that what we’re focused on now is linked to and sets conditions for what we want to do NEXT…

**What’s Next…?**
- Thayer roof extension?
- South Post revitalization?
- West Point Military Training Complex?
- BSF parking/athletic field complex?
- Thayer Gate access expansion?
- Natatorium?
- **B E Y O N D 2 0 3 5…?**
ABUP Update

Current Sequencing Plan for ABUP Buildings

<table>
<thead>
<tr>
<th>Project</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
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<tr>
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<td>Washington Hall***</td>
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<td>Wash Cadet Mess</td>
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</table>

Future ABUP Work
a. Building O & F Ratings (Oct - Nov)
b. Finalize ABUP Sequencing (Oct - Nov)
c. Area Development Plan (Nov - Dec)
d. CEAC & Parking Garage Design (Nov-UTC)
e. Thayer Design Charrette (Nov - Dec)
f. A&E Firm review for utilities, IT, transportation, force protection, KM, maintenance, etc (Dec-Jan)

West Point Military Complex: The Future of Military Development

PURPOSE: Provide scalable, adaptable, and sustainable development options that require the integration of intellectual acumen and physical performance to prepare leaders to win in the contemporary operating environment.

Infrastructure should...
- Facilitate the integration of and contributions to the Decisive Action Training Environment (DATIE) and military professional development of staff and faculty.
- Resemble what our LTs will see at CTCs and possible deployments – lay the foundation for mastery of military competencies.
- Be adjustable and scalable to changes in training events and fluctuations in training support population size.
- Support the research and networking efforts of the academy and promote its relationships with the Total Army Force.
- Support maximum capacity training (APR through SEP) and tailorable off-cycle events for multiple stakeholders.

END STATE:
World class WPMC that facilitates training in support of evolving contemporary requirements, while remaining adaptive to future changes in training competencies, equipment, and force structure.
**The Way Ahead…**

**ABUP – A/E Planning**
- Write program
- Detailed planning (both overall / building)
- IMCOM/ACSIM Management

**ABUP – into POM**
- Final disposition (who goes where)
- Sequencing of renovations
- Rough planning estimates

**Jefferson Hall (2008)**
- Bartlett Hall (2016)
- Davis Barracks (2017)
- CBUP (ongoing)

**2000-present**

**USMA 2035**

**January 2019**
- Vision translated into 15-year plan
- Synchronizes remaining portions of modernization effort
- Future POM cycles planned
- Emerging growth strategy codified to support

**USMA 2035**

**CEAC/Parking Structure**
- Engage Members of Congress to execute two projects as one
- Begin in FY19

**ABUP – into POM**
- Final disposition (who goes where)
- Sequencing of renovations
- Rough planning estimates

**Remaining ADPs**
- Clinton (Main Central Post Area): link ABUP planning to broader area development vision for the main campus area
- **Others**: Link area development vision across all pillars/Lines of Effort (Academic, Physical, Military, Enablers)
  - Queensbore (Ranges/Training Areas)
  - Putnam (Upper Central Post Area)

**West Point Military Complex**
- Continue to refine vision and plan for implementation with HQDA G-3/5/7 (Training Directorate)
- Communicate vision and strategy for implementation with Army Senior Leaders and Members of Congress

**Discussion Topics**

**Imperative 2: Foster Relevance and Preeminence**
Confederate Memorialization
Long Term Analysis and Effort

West Point has been looking at this and related topics for years now, as it remains a part of our shared history and future.

- June 2015: Charleston events
- July 2015: 3 different USMA governance groups asked for review of Confederate Memorials
- May 2016: USMA formed two Memorialization Review Teams
  - Purpose: To assess existing memorials at USMA and the consistency of message
  - Study: Discussions with SMEs, 7 Focus groups (Staff & Faculty, alumni, cadets), survey
- Nov 2016: Teams presented recommendations to Superintendent
- May 2017: Final Reports forwarded to Department of the Army
- June 2017: USMA received guidance from Department of Army to continue to study
- Aug 2017: Charlottesville events
- Sept 2017: USMA conducted first “Hot Topics” sessions
  - Purpose: To create the environment for open and candid conversations about controversial topics and to increase empathy … to discuss rather than to debate

West Point will remain fully consistent and in support of the Army, while continuing to pursue areas of common ground.

Lincoln Center Concert

WEST POINT BAND
Inspiring America’s Leaders for 200 Years

29 October 2017
Lincoln Center Concert
Discussion
**USMA BOARD OF VISITORS 2017 ATTENDANCE REPORT**

<table>
<thead>
<tr>
<th>BoV Member</th>
<th>Organizational 2017</th>
<th>Summer 2017</th>
<th>Annual 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burr, SEN Richard</td>
<td>Present</td>
<td>Absent</td>
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<td>Gillibrand, SEN Kirsten</td>
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<td>Murphy, SEN Christopher</td>
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<tr>
<td>Moran, SEN Jerry</td>
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<td>Womack, REP Steve</td>
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<td>Conaway, REP Mike</td>
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<tr>
<td>Maloney, REP Sean P.</td>
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<tr>
<td>Murphy, REP Stephanie</td>
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<td>Rooney, REP Thomas</td>
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<tr>
<td>Fulton, Ms. Brenda Sue</td>
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<tr>
<td>McNally, Ms. Elizabeth</td>
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<tr>
<td>McGowan, HON Gerald</td>
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<tr>
<td>Lute, HON Jane Holl</td>
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<td>Black, Sr., Mr. Frederick</td>
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<tr>
<td>Altenburg, Ms. Bridget</td>
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**NOTE:** Representatives Stephanie Murphy and Thomas Rooney were appointed to the Board in May 2017, replacing Loretta Sanchez, who left Congress, and Mike Pompeo, CIA Director-nominee of the new Administration. Senator Jerry Moran was appointed, replacing Joni Ernst, who resigned from the Board of Visitors.

**BoV Attendance in 2017**

**Attended all meetings held:**
- Congressman Womack
- Congressman Maloney
- Ms. Fulton
- Mr. Black
- Ms. Altenburg

**Missed 1 Meeting:**
- Senator Gillibrand
- Senator Moran
- Congresswoman Murphy
- Congressman Rooney
- Ms. McNally
- HON McGowan
- HON Lute

**Missed 2 Meetings:**
- Senator Burr
<table>
<thead>
<tr>
<th>Senator Murphy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Congressman Conaway</td>
</tr>
</tbody>
</table>

**Missed All Meetings:**
None
MATERIALS FURNISHED TO
THE 2017 BOARD OF VISITORS

ORGANIZATIONAL MEETING

Materials:
Agenda
Briefing Slides
Certified Minutes – November 30, 2016 Meeting
FACA Final Rule
Rules of the USMA Board of Visitors
USMA Strategic Plan 2017-2022 (Draft)
USMA Board of Visitors Membership 1815-1922

SUMMER MEETING

Materials:
Agenda
Meeting Slides
Certified Minutes – March 9, 2017 Meeting
USMA Strategic Plan 2017-2022 (Final)
Recommended Designs – USMA Board of Visitors Coin
Letter from Major W. Michael Petullo RE: Transgender Soldiers

ANNUAL MEETING

Materials:
Agenda
Meeting Slides
Certified Minutes – July 10, 2017 Meeting
Open Letter to the Acting Secretary of the Army and Chief of Staff of the Army,
drafted by the Chair and Vice Chair of the USMA Board of Visitors
Statement to the Board from Lieutenant Colonel, US Army- Retired, Christopher
Wagner
**BoV Mission Statement:** To inquire into the morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

**BoV Areas of Inquiry, 2015**

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

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

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

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

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

Sec. 4355. Board of Visitors

(a) A Board of Visitors to the Academy is constituted annually of--

(1) the chairman of the Committee on Armed Services of the Senate, or his designee;

(2) three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate;

(3) the chairman of the Committee on Armed Services of the House of Representatives, or his designee;

(4) four other members of the House of Representatives designated by the Speaker of the House of Representatives, two of whom are members of the Committee on Appropriations of the House of Representatives; and

(5) six persons designated by the President.

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

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

(d) The Board shall visit the Academy annually. With the approval of the Secretary of the Army, the Board or its members may make other visits to the Academy in connection with the duties of the Board or to consult with the Superintendent of the Academy.

(e) The Board shall inquire into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

(f) Within 60 days after its annual visit, the Board shall submit a written report to the President of its action, and of its views and recommendations pertaining to the Academy. Any report of a visit, other than the annual visit, shall, if approved by a majority of the members of the Board, be submitted to the President within 60 days after the approval.

(g) Upon approval by the Secretary, the Board may call in advisers for consultation.

(h) While performing his duties, each member of the Board and each adviser shall be reimbursed under Government travel regulations for his travel expenses.
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,
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
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.
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