

MINUTES
BOARD OF VISITORS ANNUAL MEETING
July 9, 2018
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 called the meeting to order and welcomed the members for taking the time out of their busy schedules to attend the meeting. He reminded the members that the Board of Visitors (Board) has an advisory role and is not in USMA's chain of command. . Meetings are a way for members to gather information in an official capacity. He welcomed the newest Presidential Appointees to the Board, Mrs. Meaghan Mobbs and Secretary R. James Nicholson and introduced the 60th Superintendent of USMA, Lieutenant General (LTG) Darryl A. Williams.

3. SUPERINTENDENT'S REMARKS. The Superintendent welcomed the Members and thanked them for making the time to attend the meeting, for participating in the Independence Day concert and fireworks display at Trophy Point on Saturday and for observing Cadet Summer Training on Sunday. He welcomed new members, including Senator Joe Manchin, who was unable to attend the meeting, and the new members mentioned above. , He also gave a special welcome to Mr. Marshall Williams, Acting Assistant Secretary of the Army for Manpower and Reserve Affairs, who is the Secretary of the Army's representative at the meeting. LTG Williams introduced the incoming USMA Command Sergeant Major (CSM), CSM Jackie Love, who assumed responsibilities later in the afternoon, after the meeting concluded. He noted this was his first meeting as Superintendent.

4. MR. MARSHALL WILLIAMS' REMARKS. Mr. Williams thanked everyone for attending and stated it was an honor to represent Secretary Esper. Mr. Williams congratulated LTG Williams on being the 60th Superintendent and thanked the USMA leadership team who made the weekend great. He asked that everyone remember what they saw and heard because "...this is the beginning of where leadership is." The Army has a fundamental task, to win in the unforgiving crucible of ground combat, and West Point is likely be where the future of warfare will be figured out. He concluded by reminding Board members of the Secretary of the Army's three priorities:

- a. Readiness. Ensuring the total Army is ready to deploy, fight, and win.
- b. Modernizing the Force. Modernizing equipment and facilities, and also developing anew way of preparing for future combat.
- c. Reform. Making it easier for Soldiers to do their jobs to the best of their ability.

5. ADMINISTRATIVE ANNOUNCEMENTS. COL Bieger, USMA Chief of Staff, noted the last meeting of the Board of Visitors was held in Washington, DC, on February 28, 2018; a quorum was present and the Board of Visitors meeting included the following:

- a. 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
 - Approval of the Minutes from October's Meeting
 - Select Date for Summer Meeting
 - Status of the 2016 Annual Report (mailed in January)
- b. USMA Update on the following:
- Highlights from 2017
 - Develop Leaders of Character
 - Program Updates
 - Foster Relevance and Preeminence
 - Build Diverse and Effective Teams
 - Admissions Update
 - Diversity Update
 - SHARP (Sexual Harassment/Assault Response and Prevention) Update
 - Strategic Way Ahead-West Point 2035

c. The following hand outs were given to members: Minutes from the February 28, 2018 meeting; the newly published, "Developing Leaders of Characters" and "Educating Army Leaders."

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. Ms. Jane Lute Hall, a Presidential Appointee, attended the meeting via teleconference.

7. BOARD BUSINESS. The following Board Business was discussed and voted on:

- a. The meeting minutes from February 2018 meeting were unanimously approved.
- b. The Board was updated on the status of the 2017 Annual Report. The final draft was sent to Board members for signature; the members were reminded to sign the Annual Report at their earliest opportunity and return it to the DFO promptly.
- c. The date of the Fall USMA Board of Visitors meeting was set for Friday, November 9, 2018, in conjunction with a home Army football game vs. Lafayette on Saturday, November 10, 2018.

8. USMA UPDATES. Briefing slides are included at Appendix B.

a. Superintendent: LTG Williams reviewed USMA's current vision, mission and strategic plan with members of the Board. He highlighted the key events that occurred at West Point since the last BoV meeting, noting that his son, Nathan, graduated from USMA in May. He also discussed that Reception (R)-Day was a successful day, in addition to 1,210 new Cadets entering the Academy in the morning, he assumed command later that afternoon. He briefly touched on the other topics listed below

(1) A Transition Team was commissioned by LTG Williams to look at the various areas and domains of West Point. He is looking forward to their out brief. He plans to assess mission analysis, and command climate, and will provide his 100-Day assessment to the Secretary of

the Army and Chief of Staff of the Army. The 100-Day assessment will help determine the way ahead in terms of strategic planning.

(2) The Secretary of the Army has created the U.S. Army Commissioning Source and Standards Panel. This panel, led by General (Retired) John Abizaid, along with a number of other retired General officers, will examine all of the commissioning sources to seek ways to improve efficiency and effectiveness in the Officer Corps. They are scheduled to visit West Point in a couple of weeks.

(3) Reaccreditation by the Middle States Commission on Higher Education (MSCHE) is ongoing and very important to the US Military Academy.

b. USMA G-5 (Strategic Plans and Assessment): COL Holly West, the USMA G-5 began her update on the West Point Leader Development System (WPLDS), and discussed USMA's newest strategic document, "Developing Leaders of Character." A copy of this document was provided to Board members. The document was 18 months in production and came about as a result of a 2016 "Off-site" engagement, which showed the need to combine strategic documents that outline how leaders of character are developed. WPLDS represents a 47-month "purposeful integration of individual leader development" in four programs: academic, military, physical, and character. "Developing Leaders of Character" explains how and why leaders of character are developed by showing linkage to Army Doctrine and foundational theories in leader development and adult development and learning. She described the culture of character growth, which has many facets. She highlighted living in the barracks with standards of discipline, living under the Honor Code (a Cadet will not lie, cheat, steal...) 24/7 and finally, memorizing Cadet knowledge. The Cadet Cadre at Cadet Basic Training (CBT) were briefed about the program and so that they would be able to explain the Leader Development System to new Cadets. Mr. Williams asked if the document had been shown to GEN (Ret) Abizaid's task force, as it would be important to their commissioning panel.

c. Commandant of Cadets: BG Steve Gilland acknowledged that "Developing Leaders of Character" was part of the packet given to the Commissioning Panel when they met two weeks ago. The document was provided along with other data to provide a familiarization to USMA. BG Gilland provided an update on the following programs: character, military and physical.

(1) Character Program. The Character Program, which is interlaced across all departments, is grounded in the stewardship of the Cadet Honor Code. The honor system focuses on accountability and ownership at the Cadet level. Character development begins on day one, when new Cadets report for R-Day; they get exposed to the honor system that day. Two days later, the new Cadets have a formal briefing from the Simon Center for Professional Military Ethic (SCPME). The Character Development Program has five facets: moral, social, civic, performance, and leadership:

- (a) The moral facet is always doing the right thing at all times
- (b) The social facet is one is always on duty, 24/7, whether in uniform or not
- (c) The civic facet is our civic responsibilities; respect and empathy for others and understanding the effect your actions have on others
- (d) The performance facet is development of resiliency and perseverance

(e) The leadership facet is inspiring others to perform

(1) Character. The Commandant highlighted four specific activities within the Character program.

(a) There are several cadet character committees, including the Honor Committee, Respect Committee, and Cadets Against Sexual Harassment and Assault (CASH-A). The members are drawn from the Corps of Cadets and are led by First-Class (Senior) Cadets. The Committee chairpersons provide the Superintendent with feedback and updates throughout the year. The committees also sponsor engagements throughout the years, including hosting local students from different colleges around the regions to gain their perspectives and gain ideas to use at West Point.

(b) The MX400 Officership course is the Superintendent's Capstone course. It is an integration of all USMA's programs and is conducted during a Cadet's senior, or First Class, year. A book that is used is titled, *Black Hearts*, serves as the foundation for a block of instruction. *Black Hearts* is based on a unit from the 101st Airborne Division in Iraq, in the 2005/2006 time frame. It is about real leaders who faced multiple moral dilemmas; some of which had bad or tragic outcomes. During the Mission Command Conference, in the spring, some of these leaders were invited to speak to the Cadets. The leaders discuss their moral challenges and how they would have done them differently. The big take-away for the Cadets is to learn decisions made on the battlefield can't be taken back, and to help leaders grow from their experiences and apply those lessons learned in the future.

(c) "Inspiration to Serve" is a program for Yearlings (Sophomores). It is a Cemetery tour, visiting the gravesites of fallen USMA graduates spanning multiple generations; family members or friends of the fallen accompany these walkthroughs to discuss the character of the fallen.

(d) The Gettysburg staff ride is conducted twice a year. Leaders in the Corps of cadets including the First Captain, brigade staff, Battalion, Regiment and Company Commanders and team captains attend as a team building exercise. The forum is a great leader development tool.

(2) Military Program. Many members saw first-hand the military training and development when they observed Cadet Summer Training on Sunday. USMA is a "living leadership laboratory" where civilians transition to Soldier/Cadet. During this transition they first learn to be followers, and over 47 months grow into leaders. Leadership opportunities evolve from peer leadership for Fourth-Class (Freshmen), to team leaders for Third Class (Sophomores) cadets, to squad leader for Second Class (Junior) Cadets and finally during their First-Class (Senior) year cadet officers leading the Corps of Cadets.

(3) Physical Program. The Army is putting increased emphasis on physical fitness. Physical fitness is, and always has been, a pillar at USMA. BG Gilland likened the Army to a contact sport because it requires always being ready and available. Physical fitness helps with mental capabilities, stamina, endurance; the higher one's physical fitness is, the longer one can endure physically and mentally. The overarching goal of USMA's physical program is to ensure "graduates are warrior leaders of character who are physically fit and mentally tough. BG Gilland then described the four strategic goals listed on the slides.

Ms. Fulton asked if there had been any feedback regarding the boxing program for men and women, and how USMA is doing in terms of injuries due to boxing. BG Gilland responded the feedback from both men and women has been tremendous with the integration of men and women into boxing. He didn't have concussion stats with him, however he noted, from the data women have a higher probability for concussions. The second year of integrated boxing had just been completed, so the more data that is gathered, the better idea they will have on concussion statistics.

d. Dean of the Academic Board: To frame her discussion, BG Cindy Jebb, recounted two events from the past semester, the first was a trip to China, where she met with Semester-Abroad Cadets and Schwartzman Scholarship Cadets. She had the opportunity to visit two universities and two military academies. She met with the Superintendents from each academy and was struck by how graciously and warmly she was treated. Each Superintendent stated they wanted their Academy to be just like USMA. They used the same language, i.e., leaders of character, talent management, etc., to describe why they wanted to be like USMA. As she visited different sites what struck her the most was their cadets' interpersonal skills and sense of humor; her take-away from the experience was that USMA has to continually posture for the future, and the way USMA postures for the future is investing in people.

The second event was the Senior Conference, held this past spring, hosted by the Department of Social Sciences. The Senior Conference was designed to look at the future security environment, Army needs, then look at how USMA's curriculum should support the Army's needs given the future security environment. Notable attendees were Ambassador Doug Lute, General Barry McCaffrey, Dr Corey Shockey, and so forth. The discussion that resonated with BG Jebb was the notion that the Army has been successful in "getting" it right, not "having" it right. The Chief of Staff of the Army and Secretary of the Army speak about the future environment. In today's environment with emerging technologies, such as genomics, robotics and cyber; and global phenomena like climate change, urbanization, migration, near-peer advisories, and extremist ideologies, the area for getting it right is contracting. This means USMA's graduates should have those habits of mind and critical thinking skills in order to ensure the Army can adapt quickly.

The departments are currently in the middle of, or just starting, in faculty development workshops for the new rotating military faculty and my message to them is, "You are here to develop leaders of character." Our classes are small – 15-18 Cadets in a class, which provide an opportunity to develop leaders of character and role-modeling in the classroom. We want every faculty to create an environment of respect, dignity and inclusiveness. One of the expectations for faculty members is to work with and mentor Cadets outside of the classroom as officer representatives for NCAA sports teams, club officers-in-charge (OICs), sponsors, etc. It is very important to recruit the right faculty and BG Jebb stressed the importance of communicating the viability of a West Point assignment to all officers. When visiting Fort Lee, VA, there were several officers in the Officer Basic Class (OBC) who were unaware of the opportunity.

USMA's curriculum is based on the higher needs of the Army as well as the best practices of higher education. One of the newest majors is a Space Major. It is important for our Cadets to understand space as a domain and how to operate in it. USMA has been working with the Army and is now able to assign a "3Y" (Space Enabler) identifier with Cadets who major in Space. BG Jebb has been working with the Commandant to create a military summer training experience (MIAD), which allows a Cadet to obtain a Space Badge.

She also updated the Board on the MSCHE accreditation, which all institutions of higher education require in order to be accredited. USMA is currently going through this accreditation process and 87 faculty members are working on various committees to ensure successful accreditation. The co-chairs are COL Susanne Nielsen, Department Head of Social Sciences and Dr. John Malinkowski, a Professor in the Department of Geography and Environmental Engineering; Dr. Jerry Kobylski, Deputy USMA G5, is providing phenomenal assistance to this effort. They are putting together a self-study report through this year that will look at who we are and how we do things. The site visit will occur in the spring of 2020.

When BG Jebb discussed the 2018 Academic Summer Internships and 2018 Semester Abroad information, Senator Moran asked about the internships and how they are selected. BG Jebb stated internships are decentralized and managed by the academic departments. Other members asked how they could go about requesting Cadet(s) to intern in their state, or how they can get involved in the internship program as the Members of Congress nominate applicants for admission to the Service Academies. Congressman Womack recommended distributing information on internships occurring in their states to the members.

BG Jebb discussed the Community and Innovation in the following academic areas:

(1) Research: High Energy Laser, Analyzing Captured Battlefield Documents, Swarm Technology, and Predicting Army Injuries

(2) Summer 2018: Summer Leaders Experience, Cadet Summer Training, Summer Term Academic Program, and the Faculty Development Workshop

(3) Fall 2019: Plebe Book Program (*The Immortal Life of Henrietta Lacks*), Superintendent's Convocation, First Day of Classes, The Zingerle Family Lecture Series (Guest Speaker: Supreme Court Justice Ruth Bader Ginsburg), and the Student Council on US Affairs (SCUSA) Conference

(a) There are a number of other initiatives that are being implemented or piloted this semester.

(b) A new schedule will be implemented when the fall semester begins in August. The classes will be 75 minutes long. This program was piloted last academic year and great feedback was received. There will be some classes that will remain 55-minute classes, such as Foreign Languages, Math, etc. Every other Wednesday will be a "study day" which will be devoted to intellectual development to ensure USMA meets accreditation standards as laid out by the Code of Federal Regulation.

(c) A Human Resources (HR) Cell has been created to assist the Civilian Personnel Advisory Center (CPAC) with hiring actions; this effort allows for positions within USMA to be hired quickly, so positions aren't vacant for long periods of time. The HR Cell has halved the backlog of hiring actions.

(d) A new pilot program, in which Cadets self-register for courses, has been initiated.

(e) New classroom configurations, to include the type of new furniture and environment, as well as technologies, have been looked at in order to ensure USMA has a better learning experience for Cadets.

e. Athletics Update: Mr. Eugene “Boo” Corrigan updated the Board about Intercollegiate Athletics in particular, he discussed how the department mentors and develops over 1,000 Cadet athletes in 20 different NCAA Division 1 teams. He noted the beauty of sports is that at the beginning of each year, a team starts out as undefeated, with no goals given, no points scored before the game begins. Their mission doesn’t change from year to year. The ultimate goal of the Intercollegiate Athletics department is to produce leaders of character who will lead the Army in the future; it is to be a member of a team, lead from the front and go through tough times together on the friendly fields of battle.

f. Admissions Update: COL Deborah McDonald, the Director of Admissions updated the Board on the incoming Class of 2022. She provided information and a comparison of the last six incoming classes (2017-2022) to the incoming class of 2000 (slide 22). USMA’s Admissions goals are tailored so that its graduates will be at, or above, the Army officer cohort in each of the categories presented (African Americans, Hispanics, Asians, Women, Recruited Athletes, Soldiers, First Generation). Of concern to the Admissions Office is litigation going through the court system that could wind up in the Supreme Court; this time there are two different litigations: One with the University of North Carolina and one with Harvard, regarding their use of race as a factor in college admissions. The case will be carefully monitored to determine if the admissions process at West Point will be affected.

COL McDonald then addressed a question a Board member had at the last meeting, about the number of students who enter West Point that come from career military families. She ran a query and there are 188 students, from career military families; that’s about 15 percent of the Class of 2018. Therefore 85 percent of the Class of 2022 didn’t come from a career military family. She also did a query of the Class of 2022 to determine which sons and daughters came from families where the mother or father graduated from West Point. There are 102 students whose mothers or fathers graduated from West Point. Therefore, 92 percent of the Class of 2022 came from families who did not have a parent who graduated from West Point.

There are 11 combat vets in the Class. Ms. McNally asked about Soldiers who enter USMA as Cadets. COL McDonald noted that Title 10 of the U.S. Code authorizes USMA 85 seats as Reserve Component Soldiers and 85 as Regular Army. The challenge USMA has is not in recruiting Reserve Component Soldiers, but Regular Army Soldiers. Many Regular Army Soldiers who are interested in West Point may be nearing the age of 23, so would be ineligible due to age; others have been in combat operations that precluded them from seeking an appointment to USMA, and others have been out of academics for a while, and struggle in that area; these Soldiers can be sent to the Prep School, then USMA. At one time there was a rider in the NDAA that allowed an age exception for Soldiers if they exceeded 23 years of age, but only five per year; when it was available, USMA appears to have been the only service academy to take advantage of it. There is an aggressive program run by the Soldier Admissions Officer called Rapid Access Completion Exercise (RACE), the Soldier Admissions Officer goes to posts, camps, and stations and administers a CFA, fill out forms, and obtain chain of command approvals of the Soldiers that complete the forms. This increases the candidate pool of Soldiers interested in West Point. Mr. Williams asked whether the Sergeant Major Academy was aware of the admissions program for Soldiers. COL McDonald indicated Admissions representatives visit the Sergeant Major Academy yearly and often times get traction there. She also mentioned that oftentimes sons and daughters of Sergeants Majors apply to USMA as well.

Finally, she briefed the Board on the Military Academy Liaison Officer (MALO) program in which Reserve officers help USMA admissions by going to post, camps and stations to assist with

admissions. There is also a robust “field force” program, which is a combination of civilians or retirees, who assist with admissions and getting the word out about West Point.

g. Diversity: The new Chief Diversity Officer, Mr. Terry Allbritton, introduced himself and thanked everyone for attending. He briefed his slides highlighting the vision, priorities and initiatives of the Office of Diversity, Inclusion and Equal Opportunity. (slide 26)

Mr. Allbritton highlighted some of the initiatives the Diversity and Inclusion Office was focusing on, which included the the Diversity and Inclusion Leadership Conference, which will be held September 5-7, 2018; the theme of this conference is “Achieving Excellence through Diversity and Inclusion.” Guest speakers include Rod Woodson, National Football League Hall of Famer and Broadcaster; CSM (Ret) Michele Jones, President and CEO of The Bones Theory Group, LLC; and LTG (Ret) Mark Hertling, National Security, Intelligence, and Terrorism Analyst for CNN.

He then went over the Diversity and Inclusion strategic imperatives:

- (1) Increase and sustain a diverse staff and faculty
- (2) Build and sustain cohesive teams throughout USMA
- (3) Engage, Include, and Embrace All Campaign
- (4) Implement Unconscious Bias Training

Mr. Allbritton then opened the floor to questions, and Mr. Black asked if anyone had taken note of where Mr. Allbritton got his education: Howard University; he then recounted the connection between USMA and Howard University. USMA graduate, General Oliver Otis Howard, who was also a former Superintendent, had been tasked by General Grant at the end of the Civil War to head up the Freeman’s Bureau. GEN Howard started Howard University, and it was eventually named after him.

h. SHARP Update: Ms. Samantha Ross, the SHARP (Sexual Harassment/Assault Response and Prevention) Program Manager updated the Board and started with a summary of case trends from AY 2017-18. The reporting period is 1 June 2017 through May 31 2018. All of the reporting trends can be found in slide 30.

There was a 61 percent increase in unrestricted reports and a 31 percent decrease in restricted reports. The rise in unrestricted reports and decrease in restricted reports could indicate that people trust the system to take proper actions in these cases. The conversion rate (restricted to unrestricted) did not change much. From a SHARP standpoint, the fact people are making unrestricted reports first and shows the work they have done to build trust and confidence in the system is working.

She discussed the EverFi a program started last year, which gave the SHARP Team significant new data to help understand attitudes and beliefs that go along with behaviors that generate sexual violence. The EverFi program provides immediate data; a Cadet logs into the program to take the training and completes a survey, which serves as a baseline assessment of who they are; what their thoughts are about alcohol, drugs, sexual violence awareness, etc. The survey also provides insight and allows the SHARP Team to identify people who may have values or beliefs that aren’t in line with Army or West Point values. One of the pieces of data that was

gleaned from the surveys, that the SHARP Office never had, was the number of violent relationships there were among Cadets. Secretary Nicholson, asked how “sexual assault” was defined. COL Eric Christiansen, USMA Staff Judge Advocate responded to the question, referring to Article 120 in the Uniform Code of Military Justice (UCMJ). “Article 120 Offenses”, as they are referred to, are a wide spectrum of offenses ranging from touching offenses, like abusive sexual contact, to penetrative offenses. Article 120 offenses have a physical element to them and don’t usually involve verbal offenses.

Ms. Ross noted that it is important to remember USMA is a college and that what USMA is doing in the realm of its sexual assault prevention program, most colleges around the country aren’t able to do. As an institution that develops leaders of character, the program needs to be focused holistically when it comes to prevention. Some challenges USMA faces is cynicism, as Cadets don’t think this issue matters to them – they’re not assaulting people, or know people who have been assaulted, so why do they need to listen? The idea now isn’t to tell them what not to do-they already know what not to do. Character is fundamental to what the SHARP Program is all about; just talking about sexual assault tends to alienate people, they have spent the last 18 months trying to teach Cadets about appropriate behaviors in a more effective way.

The Relationship Summit will be held on 22-23 October, 2018. Based on the feedback from last year’s Relationship Summit, the topics Cadets want to discuss are about relationships, the ethics of love, what is needed to be in a healthy relationship, and how to communicate that to another person.

i. Strategic Resource Planning and Integration: COL Greg Boylan, Director of Strategic Resource Planning and Integration updated the Board on the master facilities plan for West Point. He provided updates on several projects:

(1) He first talked about the main campus of West Point, and the Cadet Barracks Upgrade Program (CBUP). Pershing barracks should have renovations completed and ready for occupation by December 2018; Eisenhower barracks are about a year behind that; and four barracks, Grant, Bradley, Lee and Sherman, still requiring renovations. The CBUP program should be completed by FY23.

(2) The Cyber and Engineering Academic Center (CEAC) is progressing; it passed through the Senate and House for the FY19 defense budget and appears to be on track for inclusion into the budget.

(3) The Academic Building Upgrade Program, or ABUP, is the next major initiative on the horizon and is starting to accelerate. A new ABUP Integration Cell has been set up, which is comprised of USMA Staff as the mission component, the Director of Public Works Capital Projects group provides primary mission support and management, and the Corps of Engineers for the New York District is the program management and executing arm of the program. He explained that charrettes are in the works for the ABUP; a “charrette” is an intensive planning session where customer’s designs and other stake holders collaborate on a vision for development.

(4) The Trophy Point Revitalization is also underway. The Humanities Center is in the early phase of design and the site is undergoing a variety of archeological and environmental assessments. There should be a 35 percent design ready by the fall.

(5) The West Point Military Complex Upgrade, or WPMC, was discussed next. COL Boylan mentioned this would affect areas such as Camp Buckner, which several Board members visited on Sunday and witnessed firsthand the poor condition of the facilities. This program will be an internally developed program that will be built and synchronized with broader Army-directed programs such as CBUP and ABUP. It will be challenging, but extremely important. Another aspect of this upgrade is moving the Air Assault School from the main post to Camp Buckner. An entry point will establish a controlled perimeter at Camps Buckner and Natural Bridge, which will minimize the cost associated with anti-terrorism and force protection measures which need to be implemented with new building projects.

j. Final Superintendent Update: LTG Williams rounded out the updates to the Board by informing the Board that he would likely share his 100-day letter with the Board and focused on the three priorities:

(1) Readiness. To educate, train and inspire future leaders of character, achieve full accreditation, and demonstrate the value of West Point Staff and Faculty broadening assignment

(2) Modernization. Maintain infrastructure investment (CEAC, ABUP, IT, WPMC) and assess the curriculum change and execute the academy schedule

(3) Reform. Continue talent management (acquire, develop, employ, retain), improve mechanisms enabling intellectual capital, achieve optimal organizational design (A76, Enterprise Commands), and continue to improve the Army West Point Athletic Association (AWPAA).

LTG Williams then went over events that would take place over the summer and fall and thanked several members of the USMA staff for doing a great job, members of the Congressional Legislative Liaison Office (OCLL), and the members of the USMA Board of Visitors. He then addressed Congressman Womack, the Chair, about this being his first meeting and having learned a lot from the experience and continuing to make future meetings better. He congratulated everyone and thanked them for their time and hard work.

9. REMAINING BOARD BUSINESS. Ms. Fulton had final comments, then the Chair, Congressman Womack went around the table to ask for final comments from the members, before he made his.

a. Ms. Brenda "Sue" Fulton, USMA Class of 1980, stated that she appreciated everyone on the team and was impressed with Cadet leadership and how important it is for Board members to observe military training. She also appreciated the opportunity to interact with Cadets going through the training; she acknowledged the leadership team, and lastly expressed what a great visit this was and she enjoyed being able to interact with LTG Williams, whom she acknowledged is the first Superintendent to have graduated with female class mates.

b. Ms. Meaghan Mobbs, USMA Class of 2008, stated she had an excellent experience and what an incredible opportunity to see training, which she hasn't seen since she was a Cadet and she welcomed the opportunity to contribute in any way.

c. SEC R. James Nicholson, who graduated from USMA in 1961, added his kudos to everyone involved for a very professional, uplifting, and informative couple of days. He jokingly noted that a sensitivity group should be formed: When out at Camp Buckner, the conditions of the barracks were discussed and somebody said they were so dilapidated, deteriorated and

disreputable because they were built in the 1960s. (NOTE: They were actually built in the 1930s and 1940s)

d. COL (Ret) Frederick H. Black, Sr., noted this had been a great meeting and experience and echoed what Ms. Fulton said about talking to Cadets. He was at Camp Buckner in 1977, when her class came to Buckner; a lot has changed, but a lot hasn't.

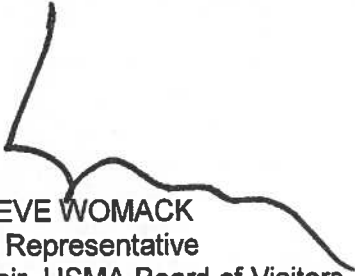
e. Ms. Jane Holl Lute, noted, via teleconference, she was there and listening with great interest. The presentations were terrific, with a lot of substance. She also welcomed the new Superintendent.

f. Mr. Marshall Williams, Acting ASA(M&RA) thanked the Chair and Vice Chair for taking on this responsibility. He noted everything sort of starts at West Point and echoed what the other members said, and welcomed LTG Williams as the new Superintendent. He looks forward to being a conduit between the Pentagon and West Point.

g. Congressman Steve Womack thanked the members, and Mr. Williams, for their comments, as well as the USMA staff members for the presentation. He thanked the entire leader team for all they had done over the weekend to make the weekend beneficial to Board members. He considers it part of his mission to ensure Congressional members appointed to the Board recognize the importance of attending meetings, and congratulated Senator Moran for taking time out of his schedule to be here. He understands Members of Congress are very busy and his hope is the staffers present, representing Congressional members will carry that message back; that the members miss a lot of issues important to the mission, which all Board members are charged with supporting.


10. ADJOURNMENT. Congressman Womack stated he looks forward to seeing everyone in November and then entertained a motion to adjourn: Mr. Black made a motion to adjourn, which was seconded by Ms. Fulton. Congressman Womack adjourned the meeting at 11:07am. This concluded the July 9, 2018 Summer Meeting of the USMA Board of Visitors.

Certified by:



STEVE WOMACK
US Representative
Chair, USMA Board of Visitors

NOV 06 2018



DEADRA GHOSTLAW
Designated Federal Officer,
USMA Board of Visitors

Congressional Members:

Senator Jerry Moran
Congressman Steve Womack-Chair

Departed 1009

Presidential Appointees:

Ms. Brenda Sue Fulton-Vice Chair
Ms. Elizabeth McNally
Ms. Jane Holl Lute
COL (Ret) Frederick H. Black, Sr.
Ms. Meaghan Mobbs
SEC R. James Nicholson

Via teleconference

The following members were absent:

Senator Richard Burr
Senator Kirstin Gillibrand
Senator Joe Manchin
Congressman K. Mike Conaway
Congressman Thomas Rooney
Congressman Sean Patrick Maloney
Congresswoman Stephanie Murphy

Based on the BOV attendance, a quorum was present.

Other attendees:

Mr. Marshall Williams, Acting ASA(M&RA)
Mr. Patrick Newbold, OCLL
MAJ Shawn Schroeder, OCLL

USMA Command and Staff Members in Attendance:

LTG Darryl A. Williams, Superintendent of the United States Military Academy
CSM Jackie H. Love, USMA Command Sergeant Major (incoming)
COL Mark D. Bieger, USMA Chief of Staff
LTC Charles Kean, Superintendent's XO
LTC Justin Miller, Secretary of the General Staff (SGS)
Ms. Deadra Ghostlaw, Designated Federal Officer (DFO)/Ass't SGS
Mr. Jeffrey Reynolds, Chief of Protocol/Alternate DFO
BG Cindy Jebb, Dean of the Academic Board
BG Steve Gilland, Commandant of Cadets (USCC)
CSM Tom Kenny, USCC Command Sergeant Major
Mr. Eugene Corrigan, Director of Intercollegiate Athletics
COL Andrew Hanson, Commander, USAG West Point
COL Harry (Cecil) Marson, incoming Commander, USAG West Point
COL Erik Christiansen, Staff Judge Advocate
Ms. Lori Doughty, Academy Counsel
COL Deborah McDonald, Director of Admissions
COL Holly West, USMA G5
LTC Chevelle Thomas, Public Affairs Officer
Ms. Samantha Ross, SHARP Program Manager

Mr. Terry Allbritton, Chief Diversity Officer
Mr. Donald Buda, USMA G-4
Ms. Lisa DeGrave, Deputy USMA G-8
COL Joshua Higgins, Commandant, USMAPS
CSM Eugene Dydasco, CSM-USMAPS
Dr. Gerald Kobylski, Deputy USMA G-5
LTC David McConnell, USMA G-1
Chaplain (COL) Matthew Pawlikowski
Dr. Rachel Sondheimer, Vice Dean
COL Edward Teague, USMA Chief Information Officer/G6
COL Christopher Weathers, USMA G-3
2LT Sydney Hawkins, Protocol
Mr. Charles "Bo" Thompson, Sound Engineer
Mr. Dave Skoglund, Sound Engineer
Ms. Jennifer Linnartz, SJA-Recorder


Legislative Assistants:

Mr. Cole Lyle (SEN Burr)
Mr. Will Goodwin (SEN Gillibrand)
Mr. Beau Walker (Rep Womack)
Mr. David Ogle (Rep Murphy)
Ms. Khristian Silvas (Rep Maloney)
Mr. Cullen Lyons (Rep Maloney)
Mr. Ethan Abner (Rep Rooney)

Members of the Public:

Ms. Terri Williams (Spouse of Mr. Marshall Williams)
Dr. Sylvia Black (Spouse of Mr. Frederick H. Black, Sr.)
Mr. Frank Napolitano
Mr. Archie Elam
COL Mark Read (Head, D/GEnE)
Mr. Mike Randall (Press)
Mr. Ken Kraetzer (Press)
Mr. Paul Ostrander (Press)
CPT John Dzwonczyk, D/GEnE (Escort Officer)
CPT Jack Cooperman, D/EECS (Escort Officer)
Dr. Katie Daily, Associate Dean for Plans & Policy






UNITED STATES MILITARY ACADEMY
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Agenda

- **Introduction**
- **Board Business**
- **Superintendent Topics**
 - Graduation
 - Highlights from AY 2018
- **Strategic Imperative 1: Develop Leaders of Character**
 - Developing Leaders of Character Book
 - Program Updates
- **Strategic Imperative 2: Foster Relevance and Preeminence**
 - Build Diverse and Effective Teams
 - Class of 2022 Profile
 - SHARP Program
 - Stewardship
 - USMA 2035
- **Way Ahead**

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Board Business

1. Review minutes from Feb 2018 Meeting
2. Status of 2017 Annual Report
3. Date of Next BOV Meeting (West Point - 9 Nov)

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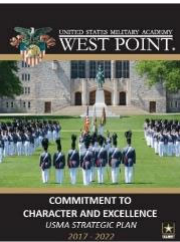
UNITED STATES MILITARY ACADEMY
WEST POINT

Vision, Mission and Plan

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

Our mission is 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*.

Strategic Plan ... Commitment to Character and Excellence

 <p style="font-size: small;">COMMITMENT TO CHARACTER AND EXCELLENCE USMA STRATEGIC PLAN 2017 - 2022</p>	Strategic Imperative 1: Develop Leaders of Character	Strategic Imperative 2: Foster Relevance and Preeminence
	<p style="text-align: center; font-weight: bold; font-size: small;">Outcomes</p> <p style="font-size: x-small;">Upon commissioning West Point graduates:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Live honorably <input type="checkbox"/> Lead honorably <input type="checkbox"/> Demonstrate excellence 	<p style="text-align: center; font-weight: bold; font-size: small;">Goals</p> <ul style="list-style-type: none"> <input type="checkbox"/> Build and sustain diverse and effective teams <input type="checkbox"/> Develop and provide intellectual capacity <input type="checkbox"/> Promote staff and faculty excellence <input type="checkbox"/> Practice effective stewardship <input type="checkbox"/> Instill and foster a culture of excellence and winning

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Superintendent's Update

Superintendent's Introduction

Key Events Since Last BOV:

McDonald Leadership Conference	29-31 Mar
NCBA Boxing Championships	6-7 Apr
Sandhurst	11-14 Apr
Conference of Superintendents of Service Academies (COSAS)	16-18 Apr
Mission Command Conference	19-20 Apr
Senior Conference	22-24 Apr
King of Belgium Visit	25 Apr
Commander-In-Chief's Trophy and Coach K Award Luncheon	1-2 May
Twilight Tattoo in DC	2 May
Projects Day	3 May
USMAPS Graduation	19 May
USMA Graduation	26 May
Relinquishment of Command / Retirement of LTG Caslen	22 Jun
R-day	2 Jul
Assumption of Command	2 Jul

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Graduation 2018

973 cadets graduated

- 11 International Cadets
- 193 Women
- 105 African-Americans
- 80 Asian/Pacific Islanders
- 78 Hispanics
- 16 Native Americans
- 152 Attended USMAPS
- 12 combat veterans

965 commissioned Army

- 4 USAF, 1 USMC, 2 USN
- ~70% of total class branched combat arms
- ~40% of graduating women branched combat arms

35 scholarship recipients

34 Honor Graduates

51 SUPT Award for Excellence recipients

"...regardless of where you find yourself serving in our Army, challenge yourself to be the kind of leader that continues to think about, write about, and lead change. Bring your intellectual curiosity and your openness to new ideas that you established here at West Point, bring that with you forward in your days as an Army leader."

-GEN Joseph Dunford, 19th CJCS



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External Assessments

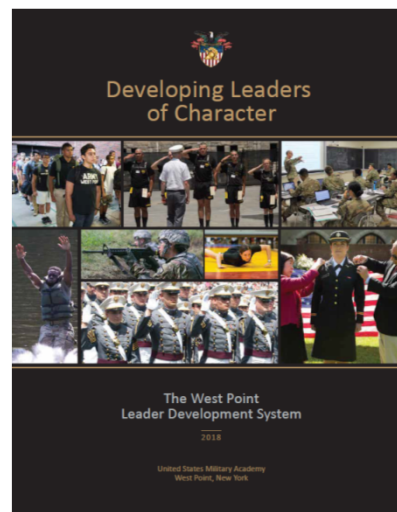
- Department of the Army Inspector General (DAIG) Staff Assistance Visit (Feb 2018)
- Superintendent's Transition Team (2018)
- U.S. Army Commissioning Sources and Standards Panel (2018)
- Middles States Commission on Higher Education (2020)

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West Point Leader Development System



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Developing Leaders of Character

Integrates developmental programs:

- **Academic**
- **Military**
- **Physical**
- **Character**

Within a **culture of character growth**

While providing opportunities to **practice following and leading**

Individual Development

- Academic Program
- Military Program
- Physical Program
- Character Program

Culture of Character Growth

Leadership Development

Practice Following

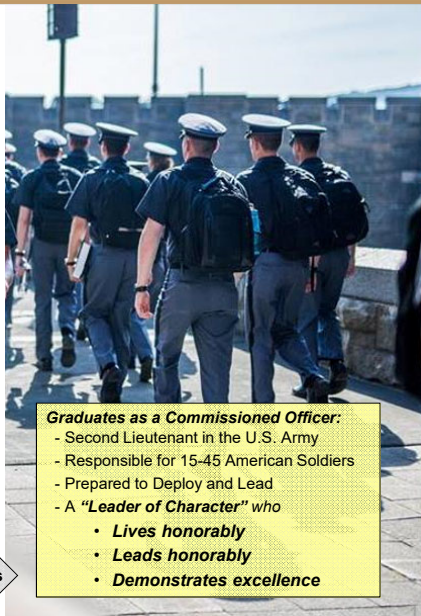
Practice Leading


➔

47 months

Graduates as a Commissioned Officer:

- Second Lieutenant in the U.S. Army
- Responsible for 15-45 American Soldiers
- Prepared to Deploy and Lead
- A “**Leader of Character**” who
 - **Lives honorably**
 - **Leads honorably**
 - **Demonstrates excellence**





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West Point Leader Development System (WPLDS) Outcomes

USMA's collective effort **aspires to commissioning leaders of character** who have internalized the Army Values and the ideals of Duty, Honor and Country, and as a result, exhibit behavior consistent with them ... Graduates who:

- 1. Live Honorably by:**
 - Taking morally and ethically appropriate actions regardless of personal consequences
 - Exhibiting empathy and respect towards all individuals
 - Acting with the proper decorum in all environments
- 2. Lead Honorably by:**
 - Anticipating and solving complex problems
 - Influencing others to achieve the mission in accordance with the Army Values
 - Including and developing others
 - Enforcing standards
- 3. Demonstrate excellence by:**
 - Pursuing and demonstrating intellectual, military and physical expertise
 - Making sound and timely decisions
 - Communicating and interacting effectively
 - Seeking and reflecting on feedback

		WPLDS Outcomes		
		Live Honorably	Lead Honorably	Demonstrate Excellence
Source	Army Ethic	Honorable Servant	Steward of the Army Profession	Army Experts
	Army Professional Certification	Character	Commitment	Competence
	West Point Values	Honor	Country	Duty
	Five Facets of Character	Moral, Civic, Social	Leadership	Performance

Note: ADRP 1 provides official Army doctrine on professional certification and the Army Ethic.



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Develop, Educate and Train

Four Programs:

- Character
- Academic
- Military
- Physical

Integrated and Mutually Supporting

Transitioning from:

- Following
- To Leading

With multiple repetitions and comprehensive feedback

47 month experience, based on 4 integrated programs and on a foundation and culture of character growth


Table 2: WPLDS Core Development Experiences

		Freshman (Plebe)	Soph. (Yearling)	Junior (Cow)	Senior (First)
Cadet Company Tactical Officer & Tactical NCOs are primary integrators of each cadet's experience					
Faculty and Staff are role models for all cadets					
Culture of Character Growth	Individual Leader Development	Academic Curriculum (Bachelor of Science) 30 x Core Courses (STEM & Humanities) and 10 x Electives Choose 1 of 38 Academic Majors, 1 of 5 Engineering Tracks, and 1 of 7 Language Req.			
		Cdt Basic Trg Skills	Cdt Field Trg Skills	Cdt Ldr Dev Trg Skills	
		Intro. to Warfighting	Fund. Army Ops	Platoon Operations	
		2 x APFT	2 x APFT	2 x APFT	
		IOCT	IOCT	IOCT	
	Physical Program	Boxing	Personal Fitness	Combatives	
		Military Movement	Survival Swimming	Unit Fitness	
		Competitive Sports (intercollegiate, competitive club, or company athletics)			
	IADs	AIA/MA/PA/DA*			
	Leadership Development	Practice Following	Cadet Character Development Program		
Leader Challenge					
MS400 Officership					
Cdt Troop Leader Training (CTLT) *					
Life in the Corps: Cadet companies, chain of command, regulations & standards, stewardship					
Practice Leading		Cdt Mem. of Staff	CFT Mem. of Staff	Sgt. Leadership Detail	CLDT Patrol Leader
		1st Acad. Sem. MOS*	3rd Acad. Sem. Team Ldr*	5th Acad. Sem. SL, PSS, or NCO*	7th Acad. Sem. PL, CO, Officer, or Tm CPT *
		2nd Acad. Sem. MOS*	4th Acad. Sem. Team Ldr*	6th Acad. Sem. SL, PSS, or NCO*	8th Acad. Sem. PL, CO, Officer, or Tm CPT *
		Cadet Observation Reports (CORs)			
		Periodic Developing Reviews (PDRs) (4 x semester providing a 360-degree eval)			
Mentors		Plebe Sponsors		PL300 Mentors	
Ceremonies		Department Academic Counselors (DACs)		Rng. Commissioning	

See Appendix G for Glossary of terms

Legend:
 Bold and Underlined – Occurs during summers
 * = performance assessed
 ^ - must complete at least once during cadet career

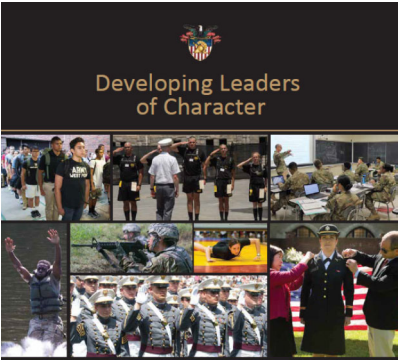
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Program Updates

- Character
- Military
- Physical
- Academic




**The West Point
Leader Development System**

2018

United States Military Academy
West Point, New York

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Character Program “Big 5” AY 2019

- 1. Stewardship of the Cadet Honor System**
- 2. MX400 Officership**
- 3. Cadet Character Development Program (CCDP)**
- 4. Support to the Cadet Character Committees**
 - Cadet Honor Committee
 - Cadets Against Sexual Harassment and Assault (CASHA)
 - Cadet Respect Committee
- 5. Character-development conferences and activities**
 - National Conference on Ethics in America (~75 USMA Cadets + 125 college students)
 - Mission Command Conference (~1,000 USMA Cadets, entire senior class)
 - “Inspiration to Serve” cemetery tour (~1,000 USMA Cadets, entire sophomore class)
 - Gettysburg staff ride (~110 members of the Cadet chain of command)

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Character Education in 2018 Cadet Basic Training

Design: Command Emphasis, Cadet Ownership

Presented by the Director, SCPME

Brief to the entire Class of 2022
04 July 2018

“Your Character Development at West Point”

↓

1) The Cadet Honor Code: Building a Foundation of Trust
2) Respect: the Foundation for Individual and Collective Excellence

↓


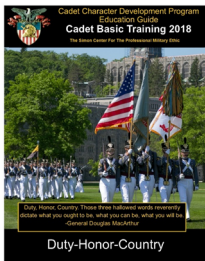
1) The Army Values
2) The Cadet Creed
3) Tenets of the Cadet Honor Code
4) Preventing and Responding to SH/SA
5) Preventing and Responding to Discrimination

Facilitated by Cadet Chain of Command

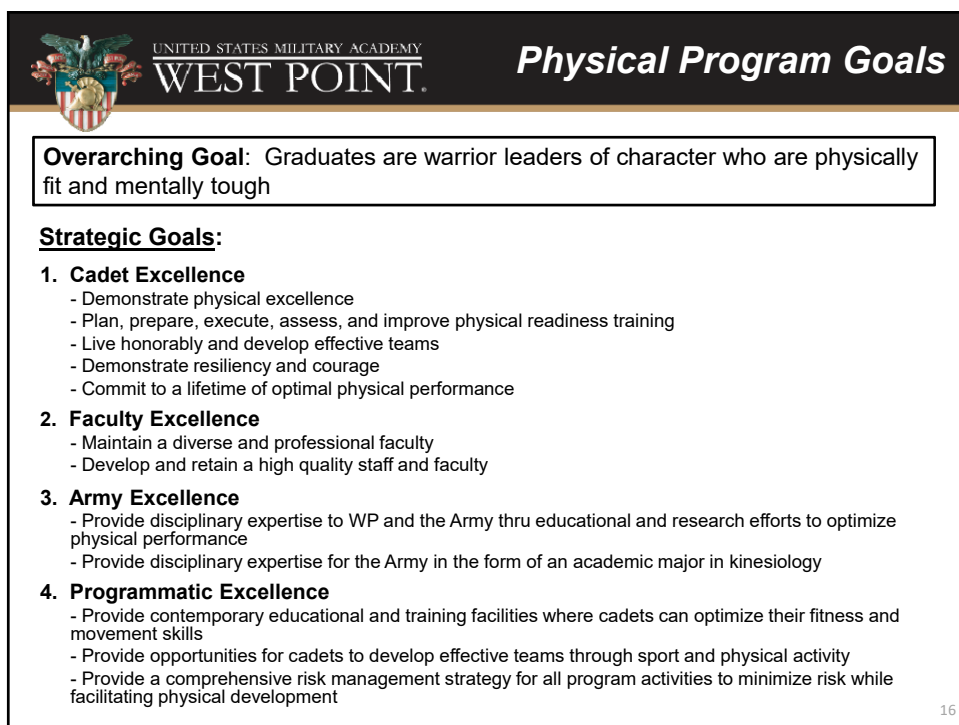
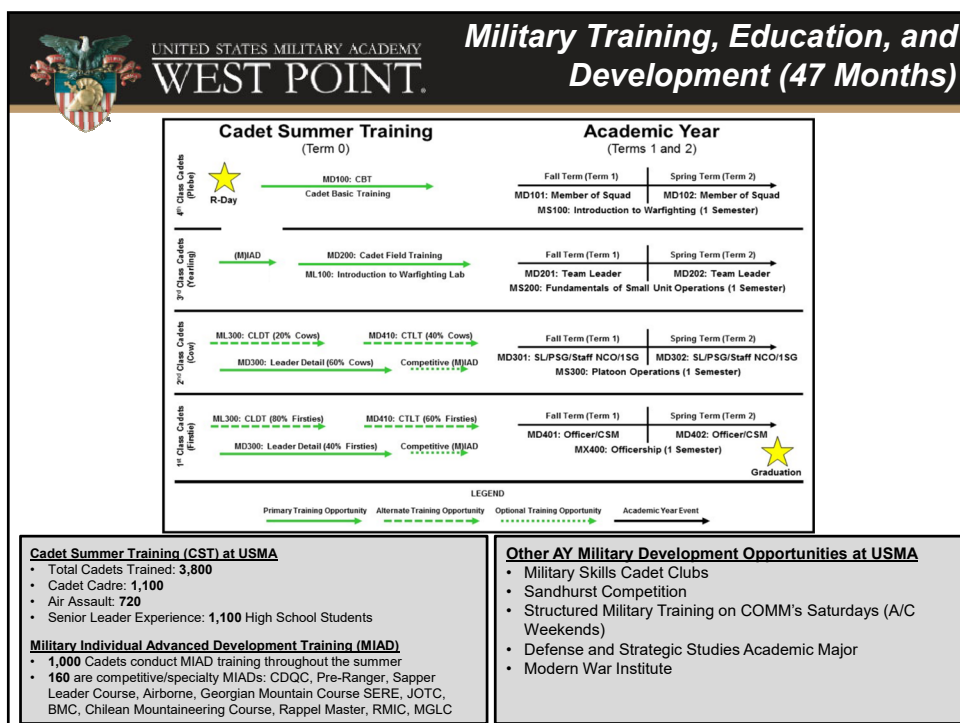
Platoon level training
04 July 2018

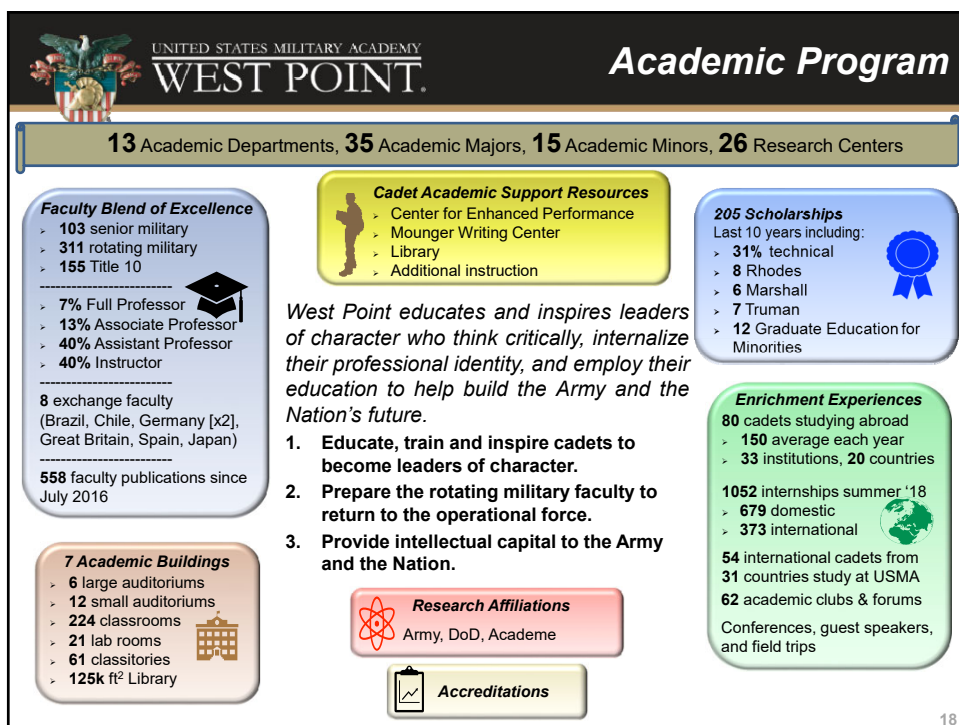
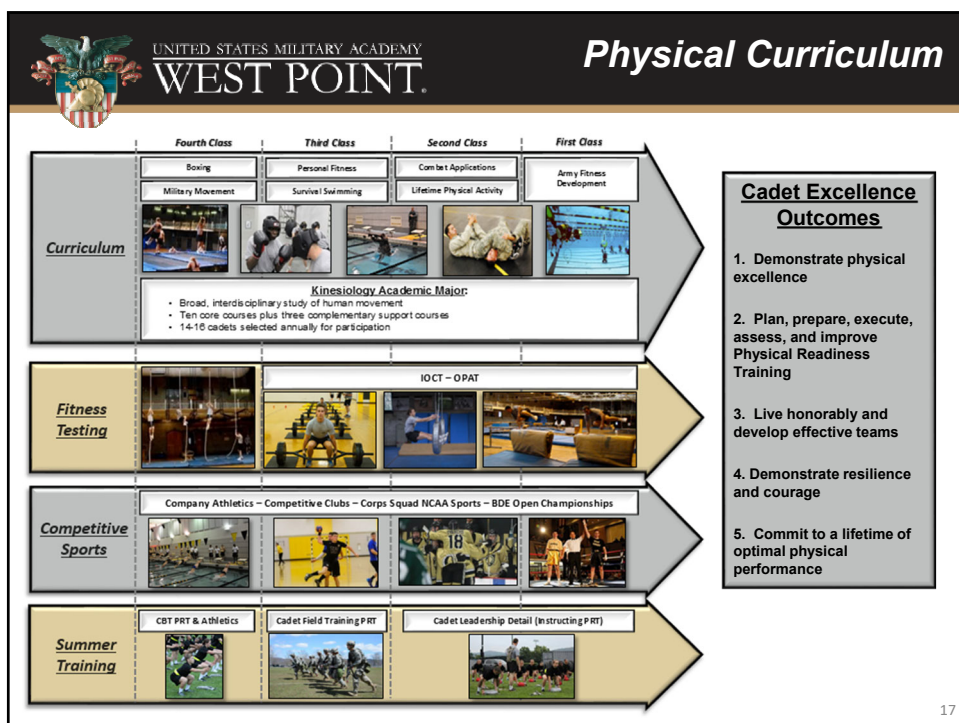
Facilitated by Cadet Squad Leaders

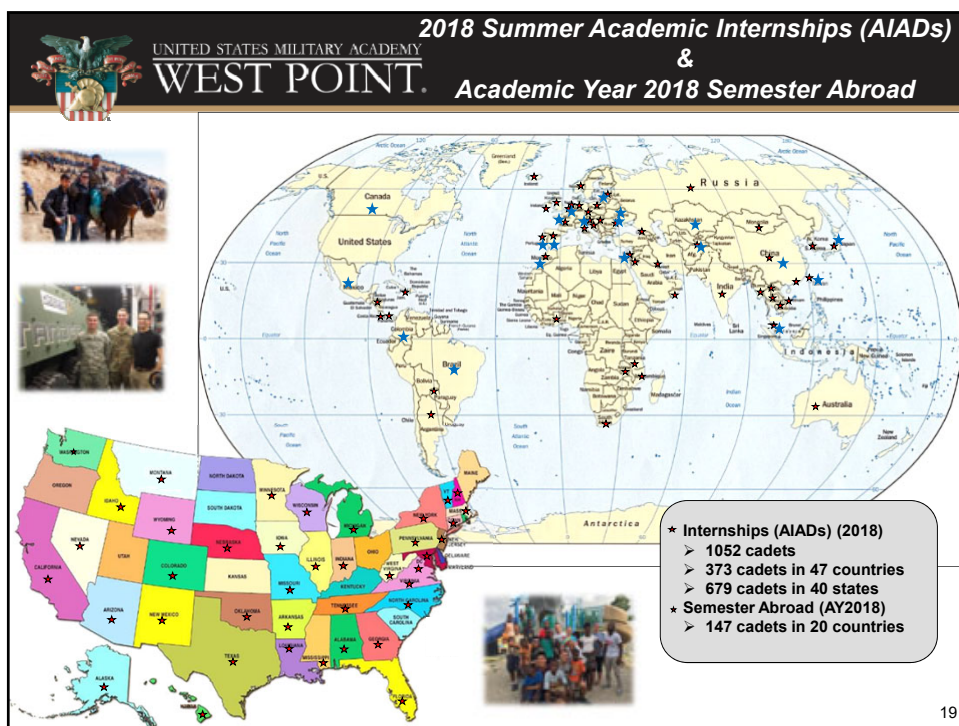
Squad level training executed throughout CBT

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Community and Innovation: The Present

Research	 High Energy Laser	 Analyzing Captured Battlefield Documents	 Swarm Technology	 Predicting Army Injuries
Summer 2018	 Summer Leaders Experience	 Cadet Summer Training	 Summer Term Academic Program	 Faculty Development Workshop
Fall 2019	 Plebe Book Program	 Superintendent's Convocation	 First Day of Classes	 The Zingerle Family Lecture
				 Student Council on US Affairs Conference

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Community and Innovation: The Future

STRATEGIC POSTURE STATEMENT



Tomorrow's Army needs a diverse set of officers with a broad array of talents 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 as West Point approaches its 250th anniversary in 2052?

Academic Year 2019 Experiments & Pilots


- Implement New Schedule
- Continue to Evolve Talent-Management Efforts
- Human Resource Cell
- Pilot Cadet Self-Registration
- Classroom Configuration Study

Future Academic Facilities

- Academic Building Upgrade Program (ABUP)
- Cyber Engineering Academic Center (CEAC)
- IT Modernization

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Intercollegiate Athletics

Mission: To provide an extraordinary Division I athletic experience that develops leaders of character committed to the values of Duty, Honor, Country.


Our Department mentors and develops over 1,000 cadet athletes, in 20 different teams, through the leadership of administrators and 22 coaching staffs

Builds the warrior ethos by:

- Building cohesive teams who must balance their academic, military and physical requirements
- Handling adversity through developing mental and physical toughness
- Effectively developing leaders of character who have the resilience and determination to lead our Army and win in a complex world

Goals

- Recruit and develop scholar-athletes who lead the Corps
- Compete and win at the highest level possible
- Beat Navy & Air Force
- Provide the resources (personnel, funding, and facilities) to support athletic excellence
- Be a positive strategic communicator for Army West Point Athletics, USMA, and the Army
- Adhere to Department of the Army, NCAA, Conference, and Academy rules, regulations, and policies
- Affect changes in legislation, policy, and regulations that improve performance



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USMA Class of 2022




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Class Comparison



	2000	2017	2018	2019	2020	2021	2022
African Americans # Admitted	6.9% 83	9.2% 108	13.6% 163	15.1% 188	14.0% 180	16.7% 205	15.4% 186
Hispanics # Admitted	4.7% 56	11.5% 135	9.7% 116	9.8% 122	9.4% 121	9.7% 119	8.6% 104
Asians # Admitted	5.8% 69	6.7% 78	7.9% 95	7.5% 93	9.1% 117	8.0% 98	7.6% 92
Women # Admitted	15.8% 188	16.0% 188	21.8% 261	22.1% 275	21.8% 281	24.4% 300	24.4% 295
Recruited Athletes # Admitted	21.8% 259	17.9% 210	21.7% 260	21.4% 266	19.7% 254	26.7% 328	23.6% 286
Soldiers # Admitted	7.3% 87	11.0% 129	7.7% 92	6.6% 82	6.0% 77	6.1% 75	6.2% 75
First Gen # Admitted	No Data	No Data	13.4% 163	14.0% 177	11.4% 149	10.6% 132	11.4% 138
Class Size	1187	1172	1197	1245	1290	1228	1210

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BUILD AND SUSTAIN DIVERSE AND EFFECTIVE TEAMS

Office of Diversity, Inclusion and Equal Opportunity (ODIEO) Update



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ODIEO Priorities and Initiatives

Priorities

- ☐ *Sustain* diversity with inclusive behaviors
- ☐ *Enhance* cultural competency to work effectively within a multicultural team
- ☐ *Leverage* Inclusive Intelligence to enhance collaboration, engagement and innovation
- ☐ *Eliminate* discrimination to ensure fair treatment for all
- ☐ *Maintain* relationships with military organizations, educational institutions, and corporate to collaborate on leading edge diversity and inclusion strategies

Initiatives

- Leadership, Ethics Diversity in STEM (LEADS)
- Center for Leadership and Diversity STEM (CLDSTEM)
- West Point Leadership and Ethics Conference (WPLEC)
- Diversity and Inclusion Cadet Clubs
- West Point Diversity and Inclusion Leadership Conference
- Cadet Public Relations Council (CPRC)
- EXCEL Scholars Program
- Special Emphasis Programs (Observances)
- Hot Topics
- Academic Success Program (Peer Mentorship)
- Diversity and Inclusion Studies Minor (DISM)
- Minority Visitation Program (MVP)
- Diversity of Talent Search Program (DOTS)



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***Diversity and Inclusion
Leadership Conference***

“Achieving Excellence through Diversity and Inclusion.”

5-7 September 2018



Rod Woodson
NFL Hall of Famer,
Broadcaster




CSM(R) Michele Jones
President and CEO,
The Bones Theory
Group, LLC



LTG (R) Mark Hertling
National Security, Intelligence
and Terrorism Analyst for CNN

Purpose: To bring West Point Alumni, the Army, Academia, business and guests together for discussions around best practices to move beyond the racial divide, improve retention, build trust, and how to lead diverse organizations.

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ODIEO Way Ahead

- ❑ **Strategic Initiative #1 Increase and sustain a diverse staff and faculty**
 - Establish partnerships with other educational institutions, local governments, and professional organizations
 - Expand recruiting efforts to employ highly talented diverse staff and faculty from professionals associations and community base organizations
- ❑ **Strategic Initiative #2 Build and sustain cohesive teams throughout USMA**
 - Implement cross cultural mentoring
 - Sustain diversity with inclusive behaviors
 - Maintain relevance
 - Inclusive Conversations
 - Enhance the USMA New Employees On-boarding process
- ❑ **Strategic Initiative #3 Engage, Include, and Embrace All Campaign**
 - Cadet Club Collaboration
 - Bridge the gap between our differences
 - Utilizes the Cadets West Point experiences to engage and mentor USMAPS Cadet Candidates
 - Leverage the experiences of the Cadet Corps for outreach initiatives to showcase the diversity and talent at West Point
 - Continuing Community Outreach Engagements
- ❑ **Strategic Initiative #4 Implement Unconscious Bias Training**
 - Leverage inclusive intelligence to enhance collaboration, engagement and innovation
 - Sustain Inclusive Habits Campaign
 - Manage Unconscious Bias/Micro-behaviors

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BUILD AND SUSTAIN DIVERSE AND EFFECTIVE TEAMS



SHARP Update



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SHARP Trends 2017-2018

Reporting Trends


- 61% increase in unrestricted reports
- 31% decrease in restricted reports
- Roughly same conversion rate
 - APY 16-17 (34%)
 - APY 17-18 (35%)

Incident Trends

- 54% of incidents involved alcohol for one or both parties (*46% in AY16-17*)
- 54% of incidents occurred on West Point (*74% in AY16-17*)
- 65% of incidents were Cadet on Cadet assaults (*74% in AY16-17*)

- Victims, their friends and supporters are gaining trust and confidence in the system
- Trends demonstrate why we need a Prevention Program that is holistic and developmental

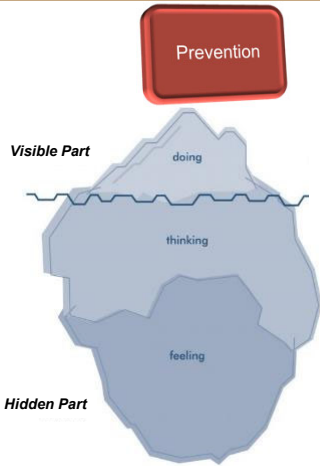
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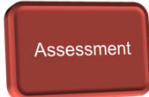
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USMA Prevention Focus


- Refocused education on “**What to do**” versus “**What not to do**”
- Look at how we are assessing character development
- Education program was compartmentalized, leading to CDT cynicism and topic fatigue
 - CASHA, Respect, Honor
- Education is happening in all pillars, could be harnessed for a more holistic Prevention Program



Prevention = Providing Cadets with skills to successfully navigate relationships with respect for self and others



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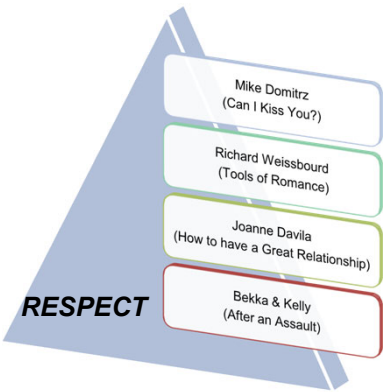
Relationships 101 Symposium Fall 2018

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”

Topics

- Intimate Relationships
- Ethics of Love
- Being a Healthy Partner
- Need(s) in Relationships
- Consent
- Empathy & Action



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INFRASTRUCTURE EXCELLENCE

“USMA 2035”



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USMA 2035: The Vision





CBUP
Army \$\$, \$650M



Davis Barracks
(completed)



CEAC/Parking Structure
Army \$\$, \$160M



Michie Stadium Project – Gift \$\$, est. \$70M



Grant Statue
Gift \$\$, est. \$2.5M

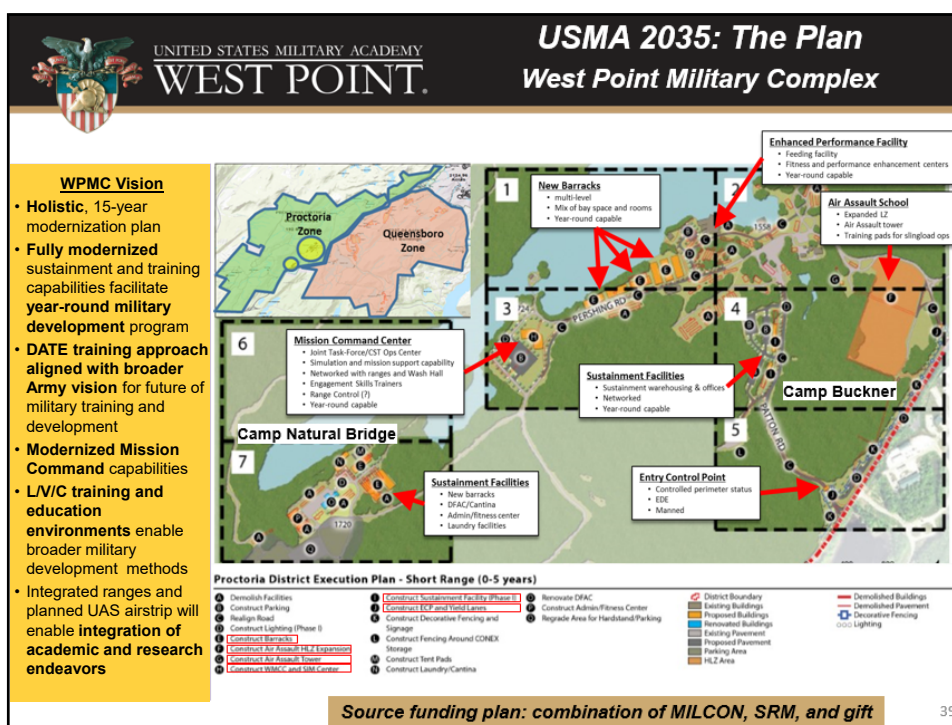


Trophy Point Revitalization
(Army \$\$)

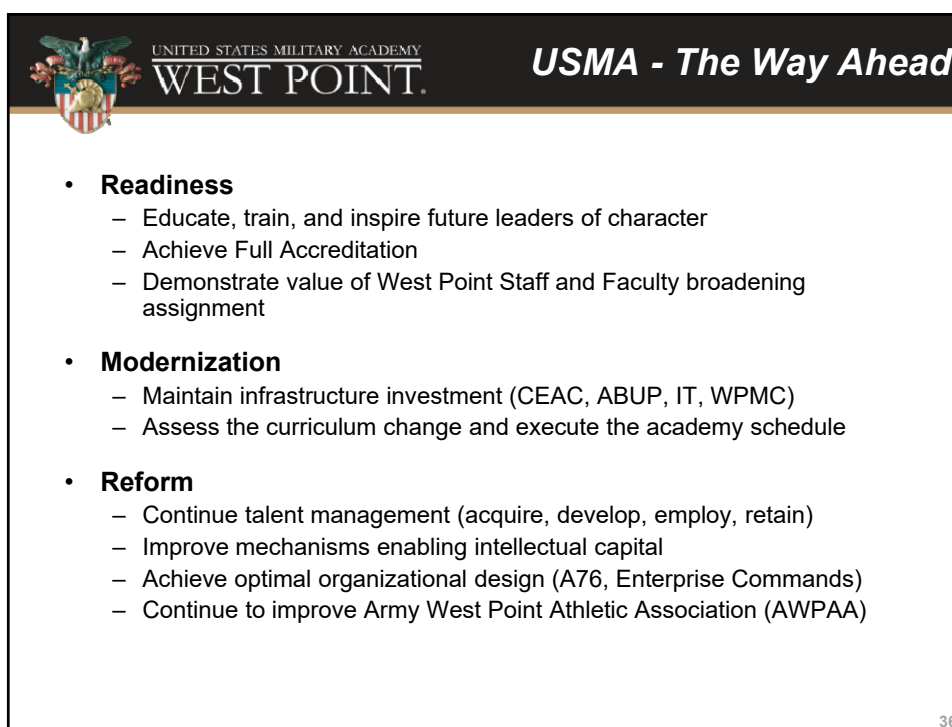


Humanities Center
Gift \$\$, est. \$25M

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