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.

3. **SUPERINTENDENT’S REMARKS.** The Superintendent welcomed the Members and thanked them for making the time to attend the meeting, and welcomed Mr. Marshall Williams, the Acting Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)), as representative for the Secretary of the Army. He welcomed the members of Congress who won reelection this week and said that looks forward to continuing to work with them. He acknowledged the importance of the BOV to the Academy and he appreciated them making time in their busy schedules to come to West Point for Board meetings. LTG Williams also thanked his staff for the long hours making sure the meetings run smoothly and professionally. At the annual Association of the United States Army (AUSA), Secretary of the Army Esper talked about the current states of the Army and described future efforts to reform. The two guideposts of that reform include modernization and readiness. Secretary Esper told the audience we must act now to ensure the Army is ready today and even more lethal tomorrow. The focus at West Point continues to be enhancing Army readiness. The Academy develops future leaders of character who will be ready to lead in the crucible of ground combat. In addition, USMA is focusing on the other guidepost, modernization. The Academy is focused on how we can modernize ourselves to better conduct our mission and how we can modernize our infrastructure to support the Army’s overall modernization efforts. This includes leveraging our research centers and the intellectual capital to assist with the Army’s modernization efforts.

4. **MR. MARSHALL WILLIAMS’ REMARKS.** Mr. Williams thanked everyone for attending and stated it was an honor to represent Secretary Esper. If Secretary Esper were here, Mr. Williams continued, he would tell you that today’s Army is the most lethal and capable ground force in history and is ready to take on any adversary anytime, anywhere. General Mark Milley, the Chief of Staff of the Army (CSA), recently signed the Army Strategy. At the center of the Army Strategy are the Army’s leaders and Soldiers. Mr. Williams’ noted that our charge is to develop smart, thoughtful, and innovative leaders of character, who are comfortable with the technical skills needed to operate advanced technologies. The Army Strategy addresses how the force will remain ready to fight, while simultaneously modernizing, reforming, building readiness and improving partnerships. Reform initiatives include major changes in how people are managed because the Army’s greatest strength today is its people. The new strategy will reform how the Army thinks about recruiting and retention, talent management and the entire Army structure. Mr. Williams concluded by noting that as Veterans’ Day approaches, he wanted to thank everyone for their role in training and preparing past, present, and future veterans.
5. **ADMINISTRATIVE ANNOUNCEMENTS.** COL Bieger, USMA Chief of Staff, noted the last meeting of the Board of Visitors was held in West Point, on July 9, 2018; a quorum was present and the Board of Visitors meeting included the following:

   a. Board Business:
      - Approval of the Minutes from February’s Meeting
      - Select Date for the Fall Meeting

   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

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.

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

   a. The meeting minutes from July 9, 2018 meeting were unanimously approved.

   b. The Board was updated on the status of the 2017 Annual Report. The Annual Report was completed, signed, and printed. Copies were made available to members after the meeting.

   c. The date of the Organizational USMA Board of Visitors meeting was set for Friday, May 3, 2019

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

   a. Superintendent:

   Panel 1: Developing Leaders of Character – Cadet Perspectives: Cadets Hunter Cochran (Class of 2022), Nitai Chun (Class of 2021), Andrea Karlen (Class of 2020), and Jonathon Muraski (Class of 2019) were introduced by COL Holly West, USMA G5. Each Cadet spoke about their West Point experience.

   Cadet Cochran, Company F2 ("Go Zoo!"), noted he doesn’t choose his branch or major until Spring of 2019. He intends to branch into Infantry and major in Computer Science and he is on the Triathlon Team, a club sport. He has no leadership position, as he is a Plebe (Freshman). Plebes experience leadership and experience developing leadership of the upperclassmen, see what works, and doesn’t work, for them and what inspires him and his peers to work together and better.
Cadet Nitai Chun, Company E1, is from California. He is a Team Leader and plays Receiver for the Sprint Football Team. His major is Sociology and he isn’t sure about his branch. He has one Plebe assigned to him and makes sure the Plebe knows where they’re going, needs to be, or needs to do. He is responsible for the Plebe’s development while at West Point.

Cadet Andrea Karlen, Company G4, from Roanoke, Texas. She is on the Track and Field Team, and Cross Country Team as well. She is a Squad Leader and is in charge of five other Cadets. She makes sure they’re developing as leaders, and ensuring team leaders are taking care of their Plebes, and take performing their duties to standard.

Cadet Johnathon Muraski, Company G3 is a Firstie (Senior) and an Army Brat, so he’s lived all over, but calls Killeen, Texas home. On Branch Night, next week, he is hoping to receive his first pick, Engineer Branch. He is an interdisciplinary Science major, with an Astronautics track (the precursory to Physics, Nuclear Science Major that’s being developed in the Nuclear Engineering Department). His duty position is the Cadet Physical Development Officer. He’s in charge of ensuring all Cadets pass their Army Physical Fitness Tests (APFTs). He’s involved in a variety of clubs and activities, including serving as Commander for this year’s 70th annual Student Conference on US Affairs (SCUSA), in which over 200 students from across the country, and around the world come to West Point and talk about the issues facing the Country. He is also the Operations Officer for the Parachute Team.

COL West mentioned that Congressman Conaway was from the State of Texas, where two of the Cadets are from as well. She then asked each Cadet to talk about the experiences they’ve had at West Point and what each Cadet felt had contributed most to their development.

Cadet Cochran mentioned two experiences so far, as a Plebe. Cadet Basic Training (CBT), also known as “Beast Barracks” was very interesting; he defined it as essentially an indoctrination process which turns civilians into Soldiers, and Soldiers into Cadets. He believes he was prepared for the semester and there were many opportunities to excel at West Point.

Cadet Chun stated that taking care of the Plebe he is in charge of was his biggest experience. He had underestimated the amount of work taking care of one person was since worrying about himself and someone else was a new experience.

Cadet Karlen went on an internship to the National Security Agency. She said it was interesting to learn about the Intelligence Community and the networks within the Community. It was a great experience to see what it’s like in the intelligence field and to see Washington, DC as well as reflect on the significance of why she is at West Point. COL West asked if she had decided she was interested in branching into Military Intelligence and Cadet Karlen stated she is most interested in Military Intelligence but is keeping her options open. She also mentioned she was a Squad Leader at Beast Barracks, which was beneficial to her development as a leader. She also learned how important stewardship is to the Army and how important it is to work hard to make a system better for whomever comes next.

Cadet Muraski noted there were several things that contributed to his leadership development at West Point. One was Cadet Leadership Development Training (CLDT), which is done during the summer. Being in a stressful environment forced him to figure things out as during each mission. It was an extremely beneficial to him, especially the feedback he received from fellow Cadets. Being Commander of SCUSA was a great leadership experience as well. A lot of hard work was put in by him and his staff; planning started about a year before the
conference, which was a four-day conference in Washington, DC. His cadet led team planned the logistics, how to host the rooms, plan the academics, all with assistance from faculty advisors. Being a member of the Parachute Team was also beneficial to him as well. Cadet Muraski’s job is to help instruct underclassmen and coach them in what they do in the sky. The team has over 500 jumps and is currently helping a new Cadet who has 25-30 jumps. It’s essentially helping underclass Cadets and helping them be safe every time they jump. It definitely helps a Cadet learn to lead, grow, and become a proficient and safe sky diver.

COL West’s final question to the Cadets was asked after BG Gilland updated the Board on Branching. Her final question to the Cadets was what is the one thing you’re looking forward to most in the coming month or years?

Cadet Cochran spoke about getting into Airborne School in the near future as part of his MIAD (Military Individual Advanced Development); if he doesn’t go to Airborne School, he will try to get into Air Assault School.

Cadet Chun stated he would hopefully Beat Navy(!) tomorrow and in the near future become a better leader, get the Branch he wants and graduate.

Cadet Karlen stated she would like to continue the development of what she learned this past summer and throughout her first semester; she is also hoping to be able to share her experiences with her classmates and grow within her company and on the track & field team.

Cadet Muraski is looking forward to branch night, mentoring other Cadets during his last semester, and after graduation, standing as a Second Lieutenant in front of his first platoon in the Army.

Congressman Womack interjected before the panel was dismissed and asked each Cadet when did it become apparent they wanted to attend West Point and was there a culminating moment in the decision-making process?

Cadet Cochran stated he had always intended on enlisting into the Army, however in high school he found out he had good test scores and high grades and the ability to come to a place like West Point. Congressman Womack asked if Cadet Cochran had had any interaction with the staff of his Member of Congress; he stated he had submitted an application and went to a presentation in the Dallas-Fort Worth (TX) area along with other applicants.

Cadet Chun stated that he graduated from high school without knowing what the next plan was, and his mother strongly encouraged him to apply to the Military Academy because she saw it as “free college.” He applied and was accepted into the USMA Preparatory School. He saw the chance to attend USMA as an opportunity to do one good, substantial thing in his life and the Prep School was the first step.

Cadet Karlen noted that she has no close relatives in the military, although her dad was in the Air Force, but was out before she was born. She had no knowledge of West Point until she was approached by her Cross Country and Track Coach about the Army West Point coaches being interested in her being on the team. She knew she wanted to attend West Point during her official visit, when she saw people at the institution who “glowed” with a sense of higher purpose; like they knew where they were going, had the resources to achieve it, and wanted so badly to be the best they could be; she wanted to have the same fire and be around this type of people and she knew West Point was for her.
Cadet Muraski said his desire to come to West Point slowly developed throughout high school. His father was in the Army but didn’t graduate from West Point. By his junior year he decided he wanted to do something with his life, found West Point and started the application process. Congressman Burgess, from his district in Texas, interviewed him and he was accepted, however he never visited West Point. His first day at West Point was on R-Day (Reception Day).

b. Commandant of Cadets/Branching Update: BG Steve Gilland, the Commandant of Cadets, gave the Board an update on branching. Prior to this year, 70 percent of Cadets branched into Combat Arms branches (Infantry, Armor, Field Artillery, etc.). This year, the percentage of Cadets who branched into Combat Arms was about 77 percent. There were reductions in branches such as Adjutant General Corps, Chemical Corps, Finance, and Medical Service Corps. This year, there was an increase in Cyber Corps allocations; originally, it was going to be 21, but increased to 25 slots. Cyber Corps also incurs an additional year of active duty service obligations (ADSO) for Cadets that branch into Cyber Corps. Ms. Elizabeth McNally asked if women were now able to choose Combat Arms branches. BG Gilland noted that about 85 percent of graduating female Cadets would branch into Combat Arms.

Panel 2: Developing Leaders of Character – Leader Perspectives. Captain (CPT) Michael Beum, US Corps of Cadets, Company A-1 Tactical Officer; Major (MAJ) Sarah Gerstein, Junior Military Faculty/Dept. of Social Sciences; Dr. Enoch Nagelli, Junior Civilian Faculty/Dept. of Chemistry Life Science; and Coach Doug Van Everen, Intercollegiate Athletics/Gymnastics Coach.

CPT Beum told the members he was the Tactical (TAC) Officer for Company A1; he serves as the UCMJ (Uniform Code of Military Justice) authority for a Cadet Company of about 130 personnel. He serves as a teacher, advisor, and coach in their everyday life. He assists with academics, but his main focus is on the military side of their training.

MAJ Gerstein, introduced herself as an instructor in the Department of Social Sciences. She instructs Cadets in her Current International Relations class as well as two electives in the International Affairs STEM. She’s also an Officer Representative (OR) for the Women’s Swim Team. She was a swimmer as a Cadet, and both her parents were in the USMA Class of 1980. Recently, she served as the Executive Secretary for SCUSA 70; Cadet Muraski, from the first panel was her commander.

Dr. Nigelli is a faculty member in the Department of Chemistry Life Science, part of the Chemical Engineering Program. He has been a faculty member for three years; he teaches the first class all Plebes must take, General Chemistry. He is also the OR for the Men’s Basketball Team.

Coach Van Everen introduced himself as the Head Gymnastics Coach for the last 29 years. His primary mission is to recruit, train, and inspire a winning team that develops into a great culture. The Athletic Department program’s primary mission is to create an environment of a winning culture and to make it happen.

COL West asked the panelists to share with the Board members why each one chose to come to West Point for an assignment.
CPT Beum answered his reason to come back to West Point was based on the relationship he had with his TAC. He was a Company Commander when he was a First Class Cadet (Senior) and had a very strong relation with his TAC at the time. His TAC Officer continued to be his mentor as he commissioned as an Infantry officer. He and his TAC Officer still keep in touch to this day. He hopes to build similar relationships with his Cadets as well.

MAJ Gerstein stated she had four TACs in four years; the most consistent relationships she had were with her professors in the Department of Social Sciences. She wanted to come back to develop these same types of relationships with Cadets that she had with her mentors, the instructors and she wanted to give back to West Point. She wanted to serve and help develop Cadets as they transition from high schoolers to becoming Cadets, Leaders, and eventually Army Officers.

Dr. Nigelli chose to come to USMA to serve his country. He is not a graduate, and he is a first-generation American. His mother and father work blue-color jobs in Chicago. He was the first in his family to receive a PhD, which he got through the U.S. Air Force at Wright-Patterson Air Force Base. He did research for the Air Force and loves research and teaching to help the Department of Defense. When the opportunity to teach at West Point came about, he was told it was something he could potentially do. In addition to teaching and research, one can make a difference to teach how to solve problems in a complex environment; helping our forces and Soldiers. He’s an engineer by trade, however his passion is to teach Cadets in a complex environment one should be able to solve problems.

Coach Van Everen was at San Jose State when the position of Head Gymnastics Coach opened up in 1990. His wife and he were going in two different directions and decided to come to West Point. At first he didn’t know anything about West Point, but then he learned about and realized he could make an impact. He enjoys being able to recruit and work with the Cadets three and a half hours a day, has an impact on them and he watches as they move on to graduate and become leaders – there’s nothing like it. His son attended West Point and is a 2011 graduate who has had a couple of tours in Afghanistan and is currently in Colorado. What keeps him here is the energy of the Cadets, 17-21 year-olds who keep him on his toes. Best of all, he works for one of the best bosses in the country and the leadership at the Academy – there’s nothing like it!

Congressman Womack asked CPT Beum what makes for a great relationship between a Cadet and a TAC officer?

CPT Beum answered that his TAC officer allowed him freedom of mobility across the Cadet Company; his TAC officer would steer him left-or-right, when the decision he was making didn’t make sense, or provide guidance to CPT Beum, and was very approachable. That is what CPT Beum tries to do with his Cadets. If they need something, he tries to be there and help them out. He also enjoys watching his Cadets compete in Corps Squad (NCAA), Club Squad Teams, or Intramurals, to show them someone is there to support them. If the Cadets don’t have family nearby, being a big brother or father figure. He likes to support their endeavors while they’re at the Academy.

Secretary Nicholson asked Coach Van Everen if West Point had a Women’s Gymnastics Team, as he had read somewhere it didn’t. If there isn’t one, why not?

Coach Van Everen stated that was correct, however, at one time there was a Women’s Gymnastics Club team, back in the 1980’s but right now, there isn’t a team. Several
years ago, when the Corps was smaller, there was a big push to have a Women’s Gymnastics Team. After some feasibility studies about what the impact would be on intramurals and club sports, when trying to integrate the Corps of Cadets if 20 women were taken from the Corps for this purpose. The impact would have rippled into everything, so at the time, it didn’t make sense to start a Women’s Gymnastics Team.

Ms. McNally asked Dr. Nigelli, if USMA continues to attract individuals like you, as we think about ensuring USMA has a world-class civilian faculty, are there additional things that can be done to ensure USMA always has a world-class civilian faculty, and make as exciting a job as possible?

Dr. Nigelli answered from his perspective the infrastructure is in place; the departments and Academy as a whole, has a good mix of permanent civilian faculty, as civilians who are contractors. Everyone serves the same mission. The structure for civilian faculty is similar to the military structure, with true mentorship; overall, he has been very pleased with his experience. He stated one thing that would help is reducing the amount of time it takes to hire personnel.

COL West asked one last question: What are you looking forward to in this upcoming year, semester, or in the next two years?

CPT Beum stated he looks forward to Summer Training. He has Cadets all year who are quiet and reserved, who go to class, he doesn’t hear much from them, and during Summer Training, they’re all about training, taking leadership roles, such as squad leader, platoon leader, etc. He enjoyed the past summer and is looking forward to the summer training in 2019.

MAJ Gerstein is teaching a new class in the spring called National Security Seminar. It is the focus of what she did at grad school. One of the Capstone courses for her International Affairs (IA) majors, and then she is co-authoring a book and is excited to “dive” into that.

Dr. Nigelli stated the year has been very productive and useful for the Cadets he mentors. There have been seven peer-reviewed publication from his research group itself, all from Cadets who are also co-authors. They are also doing interdepartmental collaboration at the Academy with the Mechanical Engineering Department and Electrical Engineering, in their research mission with Cadets to solve real-life problems the Army currently faces, such as fuel convoys, the weight distribution of batteries, etc.

Coach Van Everen is looking forward to finishing up a successful recruiting cycle. The team has about six new recruits coming in the Summer. He’s also excited about the change in the Academic Program this year, which allows for an Academic Day, on Wednesdays, which will help Cadets recover from strenuous schedules due to the many demands on them.

Sue Fulton asked Dr. Nigelli and MAJ Gerstein, in terms of the innovation in academic scheduling, what impact that’s had in the classroom?

MAJ Gerstein stated the course she teaches, SS307, International Relations Syllabus, increasing the class to 75 minutes didn’t add much to it; the class was kept mostly intact. For her individual classes, she’s been able to dive deeper into each of the subjects and really engage the students. There is time to discuss points the Cadets really want to talk about, have more activities in class, and really demonstrate these concepts.
Congressman Womack asked CPT Beum, if he were to come to Camp Buckner in the summer, along with another member of Congress, on the MILCON subcommittee, on the Appropriations Committee, how would you grade our facilities and what would you tell them needs to further prepare young women and men to lead troops in combat that begin here?

CPT Beum noted he had talked to Mr. Black (Frederick Black) about the facilities in Camp Buckner earlier in the day and had noticed the facilities hadn’t changed since he had graduated. There is a lot more field time, which is one thing that has changed over the years. While it is good to train Cadets how to live in the woods, it’s also good to bring them back to decent facilities where they can get a goo shower and get clean.

Panel 3: Enhance Culture of Dignity and Respect (Cadet Carla Figueroa-Matos (Diversity & Leadership), Cadet Jafar Kazmi (Nat’l Conference on Ethics in America), and Cadet Norah Stapleton (Sexual Harassment and Assault Response and Prevention (SHARP)/Relationships 101)

COL West introduced the third panel to discuss USMA’s culture of dignity and respect, which is something that always needs to be strengthened and maintained. Over the Summer and early Fall, there were three conferences which focused on dignity and respect: The Diversity and Leadership conference, National Conference on Ethics in America and the SHARP Symposium. The panel includes Cadets who participated in one of the aforementioned conferences. She then asked each Cadet to introduce themselves.

CDT Figueroa-Matos is originally from Puerto Rico, but now calls Florida Home. She is in Company H4 and is a Psychology major and possibly medicine in a few years. This year, she is the Battalion Commander for the 3rd Battalion.

CDT Kazmi is from Great Falls, Virginia and he’s a Physics major who works with COL Hartke in the Photonics Research Center; he’s a member of Company C and this year is the Executive Officer for the Brigade respect Committee. Outside of the Classroom, he’s the assistant Cadet for the Snow Sports Instructors Club and the lead Cadet Snowboard Instructor at USMA. He is hoping to branch into Infantry.

CDT Stapleton is a member of Company G1 and is an Interdisciplinary Science Astronautics Major and is Trust Captain. She is hoping to receive Armor as her branch, as it is her first choice. She is from Wilmington, NC.

COL West asked Cadet Figueroa-Matos to start by talking about the conference she attended and what the highlight of that conference was.

CDT Figueroa-Matos was the Cadet in Charge of the first Diversity, Inclusion, Leadership Conference USMA has held. Diversity Inclusion is a new major and a new minor in the Behavior Sciences & Leadership department. She worked with MAJ David and over 40 Cadets and Midshipmen attended from the five service academies. There were 16 Cadets from USMA and about 2 from each of the other service academies, the balance were ROTC Cadets and Midshipmen who are all going to be future leaders and officers. The conference provided these future officers the tools to lead diverse and robust teams that are inclusive. There were workshops, one of which was about “Hot Topics.” USMA does “Hot Topics” which allows open dialogue on hot-button topics of the day, to prepare the Cadets and Midshipmen to have candid and open discussion with leaders, peers and subordinates in the future.
CDT Kazmi was a Cadet in Charge of the National Conference on Ethics in America (NCEA). This was his second year being part of NCEA. Similar to the Diversity, Inclusion, Leadership Conference, the NCEA was also attended by Cadets and Midshipmen from the other service academies, senior military colleges as well as civilian students from colleges around the nation. Seeing their perspectives on the subjects discussed, such as grit, and principles of military leadership; how they applied these principles in their lives, separate from the Army or military was interesting.

CDT Stapleton and Andrea (CDT Karlen, from the 1st Panel) are part of the same committee which deals with sexual assault and harassment issues. CDT Stapleton assisted in the planning of the Relationships 101 symposium, as part of the SHARP Summit. The highlight of the summit, to her, was a talk given by “Kelly and Becca,” two activists who spoke to the Class of 2020 (Cow) about consent, respectful relationships, and intervening in sexual assault, and how to take care of a friend if they have been sexually assaulted. There were also a couple of panels: One with instructors and faculty members who have dealt with sexual assault; one was a commander and 2 Soldiers in his unit that had an incident occur-the commander discussed how he dealt with the issue; finally, there was a panel from the Criminal Investigations Division (CID) and other legal authorities who discussed the reporting and investigation process and what it really was like, as most Cadets don’t have a good understanding of how the process works.

COL West asked if anyone had questions at this time and Ms. Lute asked Cadet Stapleton about the issue of sexual exploitation and assault-if no one thinks it’s OK, why does it continue to happen?

CDT Stapleton stated Ms. Lute was correct that no one really thinks it’s an OK thing to do, however the problem is Cadets don’t actively think it’s something that applies to them; they don’t think it’s a problem because they aren’t going to rape or sexually assault someone.

Mr. Black asked CDT Figueroa-Matos asked for her perspective on the hot button issues and does she feel she’s being heard, or is there resentment Cadets have when they hear about it?

CDT Figueroa-Matos doesn’t think there is necessarily resentment, and the Cadets do have open channels of communications, whether it’s with a TAC, a peer, a mentor, or instructor in staff and faculty, Cadets’ voices are being heard. Their opinion is going up and down command channels, whether it’s Cadet-to-Cadet or higher up. People will always have a difference of opinion, particularly on hot button issues, but at present, she doesn’t feel there is any resentment because of it.

COL West asked the panelists to talk more about the conferences; how each Cadet felt like it contributed to a culture of dignity and respect?

CDT Figueroa-Matos began by stating that many of the attendees were ROTC Cadets, in some capacity; the Diversity, Inclusion and Leadership Conference was modeled somewhat on the McDonald Leadership Conference, which is open to military Cadets and civilians who are still attending college. She believes the conference gave these individuals the tools necessary to have discussions on diversity and inclusion so as not to perpetuate the issue. If the subjects aren’t discussed they could be ignored or ‘brushed under the rug.’ Leaders of all types need to discuss issues including gender, sex, religion, ethnicity, race, etc., as these are
the issues most likely to come up these days. She believes the conference is giving these future leaders the ability to open up and become more empathetic as leaders.

CDT Kazmi’s conference was split, with about 70 percent of the attendees were from outside of USMA and about 30 percent were from USMA, across the companies. The most beneficial part of the conference to him, was listening to the perspectives from senior military Cadets and other service Cadets who, like him, who would be graduating in about six months. Hearing their backgrounds and where they came from provides a better appreciation for the hardships that we, as USMA Cadets, don’t think about, as well as what these other Cadets had to go through to get where they are in life. In the end, everyone who attended the conference were hoping to serve in the military, however their appreciation for different backgrounds gave CDT Kazmi a different, and better, perspective on who he will be serving beside.

CDT Stapleton noted that aside from discussions that were had at the Relationship 101 Symposium on topics of sexual assault and harassment, the conference contributed to the culture of dignity and respect. Having the conference and the discussion shows the Academy believes this is an important topic that needs to be addressed in our culture.

COL West asked her final question: Please tell the Board what you are looking forward to in the next couple of weeks, semester, or years?

CDT Figueroa-Matos stated her “hundred-meter” target right now is Branch Night. She is hoping to get her first choice, Military Police branch. Down the road, she’s looking forward to having a new staff on the Battalion; being able to mentor and coach her peers and see what they would like to do, what their vision is. She is also excited about the new company commanders coming in next semester.

CDT Kazmi is excited to continue his research and continue mentoring Cadets around him. He is also looking forward to the next six months, being the best-prepared graduate of USMA and hopefully Ranger School, and to stand in front of his Platoon.

CDT Stapleton has mixed feelings about Branch Night; between anxiety and excitement. She is also looking forward to spending time with her classmates and being around them and appreciating the fact they’ve all been through something very difficult together and will continue to build these relationships in the future.

BG Gilland provided additional information on Branch night, providing the four top choices for Branches as follows:

- Infantry – 177 Cadets
- Aviation – 137 Cadets
- Engineer – 129 Cadets
- Field Artillery – 91 Cadets

He then asked the Cadets on the panel what were their thoughts on the branching process?

CDT Figueroa-Matos gave her personal opinion: when putting in preferences, Cadets try to game the system; it’s not just about personal preferences, Cadets look at different areas, including past branching allocations, what’s the likelihood of getting a particular branch, that kind of thing. This can determine how high, or low, a branch choice can be put down. By and large, however, she agreed with the Commandant, even the Cadets who are disappointed
with the Branch they are given won’t be disappointed for long, because at the end of the year, there is a mission to complete and there are Soldiers waiting for us, who depend on us.

Panel 4: Strengthen Partnerships – Research Center Perspectives (Mr. Brian Dodwell, Combatting Terrorism Center; LTC James Schreiner, Operations Research Center; COL John Hartke, Photonics Research Center; LTC Brian Novoselich, Center for Innovation & Engineering)

COL West introduced the next panel, which is about strengthening partnerships through the military, government agencies, and the Academy. Some of the individuals work in USMA’s research centers and connect with outside partners.

Mr. Dodwell is the Director of the Combatting Terrorism Center (CTC) and has been at the CTC for about nine years and the Director since this past summer. He worked at the Department of Homeland Security and other Department of Defense entities before coming to West Point. In addition to running the CTC, he also teaches in the classroom; classes on terrorism, combatting terrorism, and homeland security.

LTC Novoselich is a 1996 graduate of USMA and is an Armor officer. He’s also the Director of the Center for Innovation and Engineering. He is a senior rotating faculty member in the Department of Civil and Mechanical Engineering, on the mechanical engineering side. He is also the OIC of the Jet Ski Patrol in his off time.

LTC Schreiner works in the Department of Systems Engineering as the Director of the Operations Research Center and the Systems Research Program. He also serves as the leader of the Academic Program Goal Five Assessment Team, for STEM (Science, Technology, Engineering, Math) assessments across the Academy. He also serves as the head officer representative (OR) to the Army Softball Team. He has 28 Cadets he works with and mentors, then the coaching staff to make sure their academics and disciplinary issues are taken care of. The most complex, yet rewarding, is he is a West Point dad – his daughter is in the Class of 2019.

COL Hartke is a Professor and Deputy Head of the Department of Physics and Nuclear Engineering. He’s been the past director of the Photonics Research Center; the Department of Physics also has the Nuclear Science Engineering Research Center, which is an office of the Defense Threat Reduction Agency (DTRA) at West Point, as well as the Space and Missile Defense Command. He serves as the Chairman for the Advanced Concepts Technical Area Working Group for the Joint Directed Energy Transition Office and went into detail about his duties in this working group. He is a member of the Board of Directors of the Directed Energy Professional Society. He also serves on several committees at West Point and is the head OR for the Army Rifle Team.

COL West asked each panelist to speak about hour their respective center contributes to strengthening and building partnerships.

Mr. Dodwell said the most important thing the CTC does, in terms of building their presence across the Army is producing Cadets that understand the terrorism problem set. On the education side, he runs a Practitioner Education Program, which consists of courses and educational programs, not just for DoD entities, but for entities across law enforcement communities as well. He then provided an example which took place at the 10th Mountain Division, whose forces will soon be deploying to Afghanistan. They’ve provided courses to the
7th Crew, 10th Group, 3rd Group, the Ranger Regiment, etc., as well as many other entities. In addition to working with other Army, DoD, and civilian entities, they also like to get feedback from the field and as an example he mentioned a visit by General Votel, when he was the SOCOM (Special Operations Command) commander, he visited West Point and they asked what was on his mind; he said “Hostages.” The CTC then put together the largest open source database of hostage-taking incidents by non-state actors. More recently, the CTC has developed strong partnerships with the Joint Special Operations Command (JSOC), the Ranger Regiment, the FBI, law enforcement agencies, and others.

LTC Novoselich gave information about the Center for Innovation and Engineering. The mission of the Center is to utilize engineering research and development to enhance Cadet education, the professional development of our faculty members, outreach to the Army and the Nation. He then gave a case study of how the different centers on the technology site of the academy work together in synergy to provide intellectual capital back out to the Army and the Nation. He then described a project, the Radiological and Imaging Data (RAID) Storms Project, executed last year. This is 1 of 32 projects his Center puts together each year by Engineering Cadets for their Capstone designs and is a requirement for accreditation. After describing the Capstone project in detail, he then showed, and narrated a video. NOTE: The full details of this project, as well as a narration of the video is at Appendix B-pages 112-118 of the transcript.

LTC Schreiner has been the Director of the Operations Research Center for about three months. He said applied research at the Academy brings the faculty and Cadet development together and provides scholarship opportunities for all. The number of agencies asking his Center to do research is plentiful because the Center brings an innovative and unbiased look at different complex problems that other agencies may not have the ability to do, due to organizational biases and constraints. In the last 30 years, the Operations Center has provided a dedicated analytical capability for not only the Academy, but the Army and DoD. The Center has many clients; four analysts are working full-time on 13 different projects in the Center. The opportunities for Cadets to work alongside faculty, on Capstone projects, honor projects, independent studies, and internships allow them to develop themselves as the next generation of leaders at the mid-level career path for junior leaders. Currently, there are 47 different Capstones with four to five Cadet Capstones led by faculty members; many are disciplinary in nature. He gave an example of how modeling and simulation could be onboarded earlier in the acquisition process to inform requirements generation across the acquisition community. This is important due to the restructuring of the Army Futures Command; modeling and simulation will become more important to do things better, faster, and cheaper. The second example is about the warfighter. In the past 12 months, USMA has sent five faculty members to support Operation Resolute Support (ORS) and a number of spinoff opportunities came after that. This morning he received requests for an unbiased look at revising the metrics in ORS to hold the government in Afghanistan accountable. Finally, he reiterated LTG Williams’ point that we are preparing two graduating classes; not just Cadets, but researchers and junior analysts who are going to serve in the Army G1 (Personnel) or G8 (Resource Management), or combat commands.

COL Hartke noted the positions listed in his introduction would not have happened had it not been for the Photonics Research Center’s existence; that many of those connections and resources were already available for him to get his foot in the door. Some of the partnerships include the Army Research Office (ARO) is one of their primary sponsors. The Center is also highly involved with research labs, such as the Space and Missile Command. He also highlighted Cadet Jafr Kazmi’s (from the 3rd Panel) research, a high energy laser test capability was developed at West Point, where they are looking at understanding how the
atmosphere impacts the propagation of high-energy lasers. The work being done at USMA will be fed back through the SNDC and Joint Technology Office to drive requirements for high energy laser systems under development. It is expected that the High Energy Laser Mobile Test Truck, the Army’s 50-kilowatt system may be here for the Cadets of 2020 to work with. He has the opportunity to do an international collaborative research effort with a foreign partner and will be traveling in the near future for this opportunity to build a high-energy laser test, which will be built at one of the ranges on West Point. He mentioned that a new branch, for high-energy laser, might needed to be added. He has a dozen rotating military who have experience in the high-energy laser field as well.

LTG Williams gave a baseball analogy, as the World Series had just completed. As a baseball fan, pitchers, they want to change a batter’s eye level. Using that analogy, the Superintendent stated he wanted to change the “eye-level” of what the Board members see when they come for meetings in the future. The members have heard from Cadets, Tac Officers, Coaches and faculty. He then turned it back to Chairman Womack.

The Honorable Womack thought the meeting layout, with panelists and updates, was fantastic! He then noted that there was other material in the slide packet that he recommended Board members study on their own. He then mentioned the “bookends” of the Corps. There is a graduating Class and a Plebe Class, and a couple of slides relative to them and asked COL Bieger to go over them quickly, starting with the Graduating Class.

COL Bieger went over the slides for the Graduating Class, which included the size of the class on R-Day, the number who graduated (993), and class demographics as well as academic majors. (meeting slides are at TAB C)

c. Admissions Update: COL Deborah McDonald, the Director of Admissions updated the Board on the incoming Class of 2022, which included the size of the incoming class, the demographics of the class, and provided states with the highest Cadet population. She also noted that USMA was the number one choice for 88 percent of the incoming class. Congressman Womack asked if the percentage of women was the highest on record, at 24 percent and COL McDonald answered that it was not – that 25 percent women had been brought in, in one of the previous years. One takeaway for the incoming class of 2023 is a drastic increase in the number of Soldier applicants – an increase of almost 23 percent from last year.

9. REMAINING BOARD BUSINESS.

None.

10. ADJOURNMENT. Congressman Womack thanked the staff for the effort that went into the meeting and personally thanked the Superintendent and staff for making the panels available. He then stated he truly appreciated hearing from the members of the panels, rather than a PowerPoint-driven meeting and hoped the other members felt the same. He asked if there were any further comments, concerns, or anything else that hadn’t been addressed before adjournment. He then stated he looks forward to seeing everyone in May 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 11:34am. This concluded the November 9, 2018 Annual Meeting of the USMA Board of Visitors.
Certified by:

STEVE WOMACK
US Representative
Chair, USMA Board of Visitors

DEADRA GHOSTLAW
Designated Federal Officer,
USMA Board of Visitors

APR 3 0 2019
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 Via teleconference
COL (Ret) Frederick H. Black, Sr.
Ms. Meaghan Mobbs
SEC R. James Nicholson

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. Deandra 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. Khrisitan 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/GEN)  
Mr. Mike Randall (Press)  
Mr. Ken Kraetzer (Press)  
Mr. Paul Ostrander (Press)  
CPT John Dzwonczyk, D/GEN (Escort Officer)  
CPT Jack Cooperman, D/EECS (Escort Officer)  
Dr. Katie Daily, Associate Dean for Plans & Policy
STRENGTHEN PARTNERSHIPS—RESEARCH CENTER PERSPECTIVES

the FBI's head of the counterterrorism division up here because they came to us and asked us to look at an analytical project that they are working on and asked for feedback whether they are heading in the right direction. A basic outside party review of what they're doing. So, we were able to do that for them. Of course, not just inside the government too, across the academic community. We have a range of relationships with researchers in the academic community as well, not just here in the U.S., but around the world.

So, there is a couple of other programs like us in places like Paris and Oslo, and numerous places here in the U.S. We've got great relationships with those other organizations as well.

LTC NOVOSELICH: For me, a little bit about the Center For Innovation & Engineering. So, the mission of the Center is to utilize engineering research and development to enhance cadet education, the professional development of our faculty
STRENGTHEN PARTNERSHIPS—RESEARCH CENTER PERSPECTIVES

members, outreach to the Army and the Nation.

I want to give you a little case study of how the different centers on the technological side of the Academy, how the centers work together in synergy to provide intellectual capital back out to the Army and the Nation. So, I've got a vignette to describe for you in that regard. So, the project that I want to describe for you is the radiological and imaging data, a raid storms project that we executed last year. This is one of only about 32 projects that my center puts together each year because our engineering cadets have to do a culminating Capstone design experience. We call those Capstone designs. So, that's a requirement for our accreditation. So, we have, over a number of years, taken the conscious choice to make sure those projects are adding value back to the Army and the Nation.

So this raid storms project was the genesis of a multi-disciplinary
collaboration among my center, the Nuclear Science and Engineering Research Center, which was previously mentioned by Col Hartke. The OR center that Jim Schreiner is now the director of. The Cyber Research Center over in electrical engineering and computer science. And also an IPA or Individual Professional Augmentee that we had that specialized drone in research. A couple years ago, DARP invested a lot of time and resource into us to develop a drone swarm capability and do some counter drone swarm development with our cadets. So they could better understand the future drone environment in our complex battlefield, as General Williams had mentioned.

They abruptly ended the second two years, or the second and third year of that program and so we're left with quite a capability that we want to make sure that we capitalized on for cadet education. So, we sat down in a room and decided how we were going to use this resource effectively
to add value back to the Army.

In one of the use cases that was brought up is Army response to a nuclear burst right now is human. We have an Army unit that will go out into the radiological field that will collect samples for forensics of a nuclear burst. There was interest within that unit to try to automate that system and give them the best situational awareness they could have prior to entering that hostile environment.

So, as we said around the room, we decided that this swarm capability could be a way that we could start fray (ph) that problem for that Army unit. So, we put a white paper together, sent it out to DTRA, and they accepted the project for us and decided to fund it for a couple of years.

So, what I want to describe for you is the opportunity that cadets had, and I've got a video that I will show here in a second. They had an opportunity to be a part of what's the Huckleberry Hustle.

That was a Department of Defense field
experiment that involved multiple coalition partners in a live radiological test event. So, if we can show the film, I'll narrate a little bit of that as we go ahead.

This is 12 cadets across six academic majors. This is at Idaho National Labs. There is beautiful Idaho National Labs. These are the cadets getting ready. This was a cadet led event. They led it all. We had one person from Lincoln Labs that was assisting them. He's a drone expert. But in general, this is all run by the cadets.

This is them prepping their drones. We had fixed wings for overall overwatch. They were doing command and control for the entire event. These are all the fixed wings that would go out first and provide situational awareness and overwatch. Here is some of the imagery that they were feeding back. We also had quad rotors that were working in an autonomous collaborative swarm. Their job was to map the radiological field and give
that realtime information back to the operators. So, this is them deploying, getting out into the actual live radiation field. This is them self-organizing into their collaborative swarm. And they were moving out then to start sensing the radiation field.

And what you'll see, this is Sam Galbreath (ph) controlling the event. This is a time lapse set of images on how that data was pulled in. So, you see the heat map was the fusion of that data that each of the swarms were bringing to show where the radiological field was. And that would provide situational awareness for the response unit.

The drone is landing. The cadets were really proud of their experience. That's Stan Copaken (ph) from Lincoln Labs in the blue fleece there. Really proud of it. I think what really put the icing on the cake for that experience was the sponsors going back to the team at the end and saying, hey, can
STRENGTHEN PARTNERSHIPS—RESEARCH CENTER PERSPECTIVES

you go show the national labs how to do this, because we need to do more of this. And so this technological demonstration really was a great way for the cadets --- they did phenomenal work. We weren't sure how successful they would be. They knocked it out of the park. But, again, that's just one of 30 different institutes of how we work together to provide value back to the Army and the Nation.

LTC SCHREINER: I've been in the Center director position for about three months and I've learned a number of things. I will tell you that applied research here at the Academy is the glue that hold faculty and cadet development together and it brings to life the scholarship opportunities for all.

So, I'll give you a couple of quick examples. The number of folks who are knocking on our doors asking for us to do research are plentiful. And it's because we bring an innovative an unbiased look at different complex problems that
• Introduction
• Board Business
• Superintendent Topics
  – Events since last BOV
  – Strategy and Priorities:
    • Developing Leaders of Character
      – Cadet Panel
      – Faculty and Staff Panel
    • Enhance the Culture of Dignity and Respect
      – Cadet Panel on Conferences (Diversity, NCEA, Relationship)
    • Strengthen Partnerships
      – Research Centers Panel
    • Modernize, Secure and Reform
      » Modernization
      » Force Protection
  • Build a Diverse and Effective Teams
    – Upcoming events
Board Business

• Approve Minutes from July meeting
• Select Date for next meeting
• Status of the 2017 Annual Report - printed and to be mailed in November; copies available to members after the meeting.
• Present farewell gift to Congressman Rooney
Superintendent’s Update
<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Cadet Field Training Runback - Class of 2021</td>
<td>28 Jul</td>
</tr>
<tr>
<td>Cadet Basic Training Marchback - Class of 2022</td>
<td>13 Aug</td>
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<tr>
<td>Reorganization Week</td>
<td>13-17 Aug</td>
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<tr>
<td>Superintendent’s Convocation</td>
<td>16 Aug</td>
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<tr>
<td>Acceptance Day - Class of 2022</td>
<td>18 Aug</td>
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<tr>
<td>Affirmation Ceremony - Class of 2020</td>
<td>19 Aug</td>
</tr>
<tr>
<td>First Day of Classes</td>
<td>20 Aug</td>
</tr>
<tr>
<td>USMA Strategic Onsite</td>
<td>22-23 Aug</td>
</tr>
<tr>
<td>Ring Weekend - Class of 2019</td>
<td>24-25 Aug</td>
</tr>
<tr>
<td>Army vs Liberty (Football)</td>
<td>2 Sep</td>
</tr>
<tr>
<td>Diversity Leadership Conference</td>
<td>5-7 Sep</td>
</tr>
<tr>
<td>Justice Ginsberg Lecture</td>
<td>21 Sep</td>
</tr>
<tr>
<td>Presidents of Kosovo, Liberia and Georgia Visit</td>
<td>25-28 Sep</td>
</tr>
<tr>
<td>Thayer Award</td>
<td>4 Oct</td>
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<tr>
<td>USMA Relationship Symposium</td>
<td>21-23 Oct</td>
</tr>
<tr>
<td>Student Conference on US Affairs(SCUSA)</td>
<td>24-27 Oct</td>
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<tr>
<td>Army vs Air Force (Football)</td>
<td>3 Nov</td>
</tr>
<tr>
<td>Conference of Former USMA Superintendent’s</td>
<td>2-3 Nov</td>
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</tbody>
</table>
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**.

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**Strategic Plan ... Commitment to Character and Excellence**

<table>
<thead>
<tr>
<th>Strategic Imperative 1: Develop Leaders of Character</th>
<th>Strategic Imperative 2: Foster Relevance and Preeminence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcomes</strong></td>
<td><strong>Goals</strong></td>
</tr>
<tr>
<td><em>Upon commissioning West Point graduates:</em></td>
<td>- Build and sustain diverse and effective teams</td>
</tr>
<tr>
<td>- Live honorably</td>
<td>- Develop and provide intellectual capacity</td>
</tr>
<tr>
<td>- Lead honorably</td>
<td>- Promote staff and faculty excellence</td>
</tr>
<tr>
<td>- Demonstrate excellence</td>
<td>- Practice effective stewardship</td>
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<tr>
<td></td>
<td>- Instill and foster a culture of excellence and winning</td>
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</tbody>
</table>
Priorities of Effort

• **Develop Leaders of Character**
  • Integration and Synchronization of all Pillars
  • Building 2LTs for our Army and prepared for the crucible of combat

• **Enhance Culture of Dignity and Respect**
  • Integrate across the enterprise
  • Staff and Faculty

• **Strengthen Partnerships**
  • Increase connection with the Army to contribute to modernization
  • Increase strategic engagement with Allies

• **Modernize, Reform and Secure**
  • Energy Resilience
  • Infrastructure development and investment
  • Protect the Force

• **Build the Team**
  • Cadets
  • Staff and Faculty
Develop Leaders of Character
Cadet Perspectives

CDT Hunter Cochran 2022
CDT Chelsea Grogan 2021
CDT Andrea Karlen 2020
CDT Johnathan Muraski 2019
Develop Leaders of Character
Faculty Perspectives

CPT Michael Beum (A-1 Tactical Officer)
Junior Military Faculty MAJ Sarah Gerstein (Sosh)
Junior Civilian Faculty Dr. Enoch Nagelli (CLS)
Coach Doug Van Everen (Gymnastics)
Enhance Culture of Dignity and Respect
Cadet Perspectives

Diversity and Leadership: Cadet Carla Figueroa-Matos
NCEA: CDT Jafr Kazmi
Relationships 101: CDT Norah Stapleton
Strengthen Partnerships
Research Center Perspectives

Combating Terrorism Center (Mr. Brian Dodwell)
Operations Research Center (LTC James Schreiner)
Photonics Research Center (COL John Hartke)
Center for Innovation and Engineering (LTC Brian Noveselich)
Modernize, Reform and Secure
<table>
<thead>
<tr>
<th>Line of Operation</th>
<th>Commander's Intent</th>
<th>Objectives</th>
<th>Duration</th>
<th>Status</th>
</tr>
</thead>
</table>
| **Enabling Efforts:** Underpin Major Program Efforts | • Increase capacity, redundancy, and security  
• Complete utility privatization  
• Improve infrastructure  
• IT migration to cloud  
• West Point Master Plan | • Upgrade transmission line  
• Install generation capability  
• Utilize renewables & conserve  
• Complete support utilities  
• Reduce backlog of repairs  
• Execute IT cloud pilot in 2019  
• Achieve controlled perimeter status | Ongoing | • Working to gain IMCOM support for Transmission Line upgrade  
• IT migration funded → pilot in place mid-2019  
• Controlled perimeter achieved → reduces AT/FP impacts on construction costs |
| **CBUP** | • Improve Cadet quality of life  
• Deliver on time | • Minimize cost, sustain core program | FY13 - FY21 | • Pershing complete in Dec 2018  
• Begin Grant in Jan 2019  
• FY19 funding for Bradley secured |
| **ABUP** | • Improve academic facilities  
• Expand program space to meet needs/authorizations  
• Sustain preeminence | • Secure HQDA program support  
• Secure donor support for MOE  
• Minimize cost, sustain core program  
• Minimize program disruption  
• Avoid scope "creep" | FY22 - FY32 | • Multiple building charrettes complete  
• Master Charrette ongoing → program revision underway  
• Thayer addition MILCON → Dec 18  
• Humanities Center moving to 35% design |
| **West Point Military Complex (WPMC)** | • Enhance military training/development capabilities  
• Nest with evolving Army training methods  
• Integrate across domains and commissioning sources | • Build out “shelf” of future projects  
• Develop bridging strategy  
• Increase opportunities for integration with ROTC/OCS  
• Execute incremental enhancements to camps/ranges to build to endstate | FY19 - FY35 | • WPMC planning charrette underway  
• Working funding for Camp NB/B enhancements for CST 2019  
• ASP MILCON → Dec 18  
• Bridging strategy in development (coordinating with Cadet Command) |
| **Physical Development Infrastructure** | • Enhance core facilities, fields and infrastructure  
• Enhance athletics facilities and supporting infrastructure  
• Support Army physical development requirements | • Secure support for ACFT facilities  
• Secure support for SPRC pilot  
• Secure donor support for MOE opportunities / requirements  
• Sustain field space | FY19 - FY35 | • Michie Project moving to 35% design  
• Anderson Athletic Center underway  
• Coordinating with TRADOC for facilities pilots (ACFT, Soldier Performance Readiness Center) |
Concern: CPRA security

Way Ahead:
- Active shooter training event for staff and faculty
- Physical security improvements around the perimeter of the CPRA (Fencing, Turnstiles, Bollards and CCTVs)
- IAW DA EXORD creating an Insider Threat working Group
- Additional Random Antiterrorism Measures within the CPRA to include CAC and LAC inspections
- Enforcing standoff distance for critical facilities
- Allocate EOY funds to replace Ineffective Physical Security Equipment (i.e. Bollards 101 intersection, 606/Thayer Walk 400-500K)
- MP roving patrols at key times and events

Concern: Entry Control Point (ECP) security - West Point currently operates part-time visitor’s control center (M–F) charged with the identity proofing and vetting of visitors.

Way Ahead:
- Additional Random Antiterrorism Measures at ECPs
- USMA has funded Explosive Detection Equipment for all Entry Control Points (Requires additional training for MP’s and DASG)
- Hand held devices capable of NCIC III Checks at gates (CY 20) requires Coordination between NY State and OPMG
- NCIC III Background checks on all contractors working on Installation (pre-vetting)

Concern: Unit Preparedness

Way Ahead:
- Active shooter training event for staff and faculty
- Active Shooter TTX for all Staff and faculty
- Prepare/update emergency Action Plans (Active Shooter, Bomb/Fire Evacuation, Shelter In Place and COOP (NLT Jan Desktop Alert account updates
- Monthly Mass Warning Notification Exercise
- Full Scale Exercise

Time Line/Milestones:
19 Nov – Active shooter training – Active Duty
27 Nov – Active shooter training – Civilian Staff & Faculty
16 Nov – Fire/bomb Evacuation plans Updated
3 Dec - Active shooter plans updated
11 Dec – Accountability Exercise Installation Wide
14 Dec – Active Shooter TTX
30 Jan – All plans updated
April ’19 – Full Scale Exercise
Aug ‘19- USCC Active Shooter and Evacuation Exercise
Build a Diverse and Effective Team
Graduating Class

- Initial R-day Class Size: 1223
- Graduated: 993 (81%)
- Class Demographics at Graduation
  - % Women: 19.9%
  - % Minorities: 28.0%
  - % Recruited Athletes: 19.9%
- Academic Majors:
  - Engineering: 53%
  - Humanities & Social Sciences: 47%
Incoming Class of 2022

• Initial R-day Class Size: 1210

• Demographics of Class on R-Day
  – % Women: 24%
  – % Minorities: 31%
  – % Recruited Athletes: 23%
  – % Prior Service: 6.3%

• States with the Highest Cadet Population:
  1. Texas (84)
  2. California (70)
  3. Florida (66)
  4. Virginia (58)
  5. Pennsylvania (50)

• USMA #1 Choice college for 88% of Cadets
Upcoming Events

- Veteran’s Day Activities 10-12 Nov
- Pershing Barracks Dedication 13 Nov
- Branch Night for Class of 2019 14 Nov
- ACI Cyber Conference (CYCON) 2018 14 Nov
- Mexican Military Academy Leader Exchange 15-18 Nov
- Army vs Navy Football 8 Dec
- December Graduation 21 Dec
- Superintendent’s Onsite 14-15 Jan
- Royal Military College (RMC) Weekend 18-20 Jan
- 500th Night for Class 2020 26 Jan
- Yearling Winter Weekend for Class of 2021 1-3 Feb
- Post Night for Class of 2019 6 Feb
- Flipper Dinner 7 Feb
- 100th Night Weekend 15-16 Feb
- Plebe Parent Weekend for Class of 2022 8-9 Mar
- Sandhurst Competition 2019 12-13 Apr
- Project’s Day 2 May
- Graduation Class of 2019 25 May