MINUTES
BOARD OF VISITORS ORGANIZATIONAL MEETING
November 13, 2019
Washington, D.C.

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. He thanked them for taking the time out of their busy schedules to
attend the meeting and reminded the members that the Board of Visitors 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. Lieutenant General (LTG) Williams thanked the Board
members for their attendance at the meeting, particularly with their busy schedule. He informed
the members they would hear a couple of themes throughout the meeting: Winning and
Character. He reminded the members of his decision a few Board meetings ago that it would
be better for the members to hear from the Staff, Faculty, Coaches, NCOs, TAC Officers, and
the Cadets whose lives they touched every day, rather than receive briefings and updates from
members of his staff. As an example, he spoke about Joe Alberici, the Lacrosse Coach, who
touches the Cadets he coaches several hours each day, while their instructors only interact with
them a few hours each week. Character and winning must be in the classroom, on the athletic
and training fields. He thanked Madison Nash and Beau Walker, from Congressman Womack’s
staff, and Samantha Bopp, the Members Service Coordinator for the House Budget Committee
(Republican) for their great assistance in helping setup the meeting. He then welcomed new
members, Mr. David J. Urban, Class of 1986, and LTG (US Army, Retired) Guy C. Swan III,
Class of 1976. He then recognized two departing members, Ms. Brenda “Sue” Fulton and COL
(Retired) Frederick H. Black and welcomed two new members of West Point’s senior leaders:
BG Curtis Buzzard, the 78th Commandant of Cadets, Class of 1992, and Mr. Michael Buddie,
the new Director of Athletics. Lieutenant General Williams then took a moment to acknowledge
the passing of Cadet Kade Kurita, from the Class of 2021. He appreciated everyone’s thoughts,
prayers, and support to the family. As the investigation is ongoing, LTG Williams would not
comment or share many details with the Board members. Numerous resources were made
available to Cadets, Staff and Faculty, and support was received from the US Army; a team
from the Surgeon General’s Office and the G1’s Ready & Resilient Director visited West Point to
review support programs at West Point, from an outsider’s perspective. They then shared some
best practices with West Point to help strengthen these programs. In October, several
members of the USMA staff attended the Association of the United States Army (AUSA) annual
meeting and had the opportunity to hear the new Chief of Staff of the Army (CSA), General
(GEN) James McConville speak. General McConville spoke about the Army’s top priorities,
Readiness, Modernization, and Reform. General McConville made clear his top priorities all
came down to people – the Army’s greatest strength and its most important weapon system.
When the CSA spoke about readiness, readiness comes from cohesive teams which are
trained, disciplined, and fit who win by doing things right. As the CSA said, the Army Strategy
calls for smart, thoughtful, innovative leaders of character who can lead and operate in complex
environments. Lieutenant General Williams then noted there would be three panels of Cadets,
Staff, Faculty, and Coaches, who would show how USMA is cultivating the culture of character
growth through discipline and standards through honorable living, and how the culture of character growth is being cultivated through discipline, standards, and honorable living, and how they’re being developed through critical thinking.

HONORABLE E. CASEY WARDYSNSKI: Congressman Womack noted, for the record, that the Honorable E. Casey Wardynski, the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)) planned to be at the meeting later, he was not currently present to make opening remarks.

5. ADMINISTRATIVE ANNOUNCEMENTS. Colonel Bieger, USMA Chief of Staff, noted the last meeting of the Board of Visitors was held at West Point, on 3 May 2019; a quorum was present and the Board of Visitors meeting included the following:

a. Board Business:
   - Elect Chair and Vice Chair
   - Swearing in of Presidential Appointees
   - Review/Vote on 2019 "Rules of the USMA Board of Visitors"
   - Approve Minutes – 9 November 2018 Meeting
   - Set Date for Fall/Winter 2019 Meeting (22 Oct 19-DC)
   - Summer Training Visit (7-9 Jul 19)
   - Status of 2018 BoV Annual Report
   - Assessment of Board

b. USMA Update on the following:
   Academy Topics
   - Reaccreditation
   - Campaign Plan
   - Develop Leaders of Character
   - Cultivate a Culture of Character
   - Build Diverse and Effective Team
   - Modernize, Sustain and Secure
   - Strengthen Partnerships
   Upcoming Events

6. ROLL CALL. For the record, a quorum of the Board was present. A list of attendees is annotated to reflect members arriving late or departing early is appended to these minutes. Colonel Bieger then directed the Board members’ attention to the packets in front of them, which included the following documents, in addition to the agenda and meeting slides:

   a. Minutes from the May 2019 meeting
   b. Statement from Mr. Lou Coatney
   c. Rebuttal Statements from the Class of 1968 President and his wife

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

   a. Approve minutes from the 3 May 2019 meeting of the USMA Board of Visitors. The minutes were approved unanimously, without discussion.
b. Vote on Tentative dates for the winter (Organizational) and summer meetings.

c. Federal Advisory Committee Act (FACA) Information for Board Members.

d. Open Discussion.

Congressman Womack asked members if they had any items they wished to discuss before the Board, prior to the Superintendent’s updates? Hearing none, Congressman Womack introduced LTG Williams, the 60th Superintendent of USMA.

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

a. Superintendent: Lieutenant General Williams briefed the Board on a number of items and significant events which had occurred since the November meeting. He briefed the Board on his priorities of efforts:

Lieutenant General Williams began by noting that USMA graduated 985 second lieutenants on 25th May. He spoke about the most recent recipient of the Thayer Award, as USMA honored General (Ret.) Ann Dunwoody with the Thayer Award and how the Corps of Cadets very much enjoyed listening to her talk. He also mentioned that Captain Lindsay Heisler won the Nininger Award. He noted West Point is the world’s preeminent leader development institution, our mission, and that being a leader of character and winning is what we’re all about at West Point. He outlined his strategic priorities as Superintendent and two lines of effort that would be discussed: Developing Leaders of Character and Cultivating a Culture of Character Growth.

He emphasized building diverse and effective winning teams, and his priority to modernize, sustain, and secure West Point. He noted speaking with the Army Materiel Command Commander and the Secretary of the Army regarding his plan to address issues and modernize Camp Buckner. The Superintendent mentioned the importance of protecting the force. We have deliberate exercises on post, and the assistance of the FBI, other national and state assets, and twice-a-year worst-case scenarios to better prepare for the unexpected. Finally, he mentioned the importance of continuing to develop and maintain relationships with congress, the American public, and our alumni.

Colonel Holly West, Director of Strategic Plans and Assessment at West Point, provided a brief overview of where we are in the ongoing re-accreditation process. The seven Middle States standards ensure we have a holistic examination across all aspects of the Academy. We will turn in our self-study examination of those seven standards on January 1, 2020. This date is set. Then, we’ll prepare for the visit for our Middle States team. The chair of that team is Lieutenant General Silveria, who’s the Superintendent at the Air Force Academy. He will lead a team of seven other members who will look at us, come to the Academy for four days, interview, and do a final assessment. We feel like we’re on the glide path and see no issues. There will be an outbrief on the last day of the visit.


Lieutenant Colonel (LTC) Darcy Schnack, Director of the Center for Enhanced Performance, led the first panel, discussing Developing Leaders of Character. LTC Schnack is also co-Chair of the Character Integration Tiger team along with fellow co-Chair, Dr. Jeff Peterson. The team
was formed in April of 2019 and is comprised of 15 members representing all directorates. The Superintendent charged this Tiger Team with integrating the prevention of sexual assault and sexual harassment into our character development framework. The Tiger Team is focused on integrating individual character development into cadet summer field training, into our new staff and faculty development, and planning and executing Honorable Living days and character lunches.

Lieutenant Colonel Schnack introduced four leaders of character who help West Point cultivate our culture of character growth.

Captain Sarah Ryan, a member of the faculty who teaches our capstone course in Officership. Captain Ryan spoke about her motivation to come back as a West Point faculty member to coach, teach, and mentor cadets both in officership and honorable living through role modeling. She came to West Point through the Eisenhower Leader Development Program. She and her husband each earned their master’s degree from Columbia University in Organizational Leadership and Psychology with follow-on assignments as tactical officers and instructors. She sought a position in the Simon Center to teach the First-Class Cadets’ Capstone course in Officership. Officership’s focus on the importance of character, ethical decision-making, and what it means to be an officer – Army officer – appealed to her. In this course, she leveraged the past eight years of operational experience to help put the material we teach into context.

In addition to instructing, she also manages the Simon Center’s Special Leader Development Programs for Honor and Respect, overseeing the development and growth of identified cadets who have demonstrated poor behavior through an intense six-month rehabilitative process where cadets complete a series of intense reflective assignments with each cadet’s push to think more critically about their behavior with developmental coaches.

Cadet Brad Wanovich, the Brigade Honor Captain, who exercises stewardship over the cadet honor code and system. In this role, he is responsible for coordinating and supervising all aspects of honor education, honor investigations, and the general function of the Cadet Honor Committee. The Honor Captain stressed it is important to instill the foundation of honor within new cadets during Cadet Basic Training. He shared that everyone would be tested during their 47-month experience at West Point. They would be tested academically, physically, and militarily; all with measures in place to judge their abilities. More importantly, he conveyed that we cannot fail in our honor. Through self-reflection and the internalization of the Cadet Honor Code, each person that enters West Point can become a better cadet, leader, and individual as a whole. Character education does not stop after Cadet Basic Training; it continues throughout cadet careers. Honor is not only important at West Point, but it is integral to the profession that we are about to join.

Cadet Kathryn Seyer, the First Regimental Trust Representative, advises the cadet chain of command on matters regarding command climate, sexual harassment, and sexual assault prevention. The Trust Committee is in its second year of existence at West Point. This program was formerly called Cadets Against Sexual Harassment and Assault, or CASHA.

The mission of the Trust Committee is to educate the Corps of Cadets in such a way that inspires all to trust, respect, care for, and accept others as members of the West Point family and the Army team. This mission supports the committee vision, which is to strive for a culture that refuses to tolerate sexual assault and harassment through 100% ownership and dedication to the West Point family. The Trust Committee consists of four brigade-level positions, four regimental advisors, and 72 company-level officers and COs. The Trust Committee serves as
subject matter experts for commanders with the cadet chain of command. We advise commanders on issues regarding command comment, sexual assault, and sexual harassment prevention.

This committee also works to promote a positive and accepting environment throughout the Corps. One way to accomplish this has been through the two Honorable Living days, which were held this past February and September at the Academy. The first day served as a call to action for all cadets, faculty, and staff to take ownership of the problem of sexual assault and sexual harassment within the Corps.

In September, the focus was more on discussing why sexual assault and harassment occurs as a result of biases, different backgrounds, and many other factors. These Honorable Living stand-down days have been influential to the role that cadets take in the fight against sexual assault and sexual harassment.

Cadet Grace Blackwell, the Brigade Respect Captain, supports the cadet chain of command by overseeing the practice and development of respect within the Corps of Cadets. Cadet Blackwell has initiated a pilot character accountability and development process with 15 cadet companies called the Peer Respect Development System or PRDS; this program necessitates peer-to-peer conversations. It is designed as non-punitive corrective development that facilitates an incremental approach to character development.

Different to the institutional development program for respect called Special Leader Development Program or SLDPR, PRDS employs senior cadets – not officers – as developmental coaches who walk enrollees through a two-month-long reflective journey.

Additionally, it implores senior cadets in the Corps to take ownership over their unit's behavior, indicative of real expectations for commissioned officers. To date, there have been 13 individuals reported; six of which have been enrolled in the Peer Respect Development Program, one of which has been enrolled in the institutional program, SLDPR, four who received counseling and two of which are still pending.

Another initiative of the respect program is helping to design West Point's Honorable Living Day this coming January, during which the entire post – cadets, faculty, staff – participate in a day devoted to reflection and development of character. These Honorable Living Days allow the Corps to pause, think critically, and reflect on what it means to not only be a cadet or an officer, but a person of character within all realms of society.

Lieutenant Colonel Schnack opened this discussion to questions for the panel. The first question asked, was “What do you see coming in with the plebe class each year? How well-prepared are young people coming out of high school or out of the Army, coming to the Academy? Are there shortfalls in this area that the program is designed to catch up with? What's the observation on the incoming class that you’ve seen?” CDT Wanovich addressed this question, indicating that admissions does a very good job of screening individuals who are brought in, and that they are usually at a baseline standard of character. He acknowledged that some individuals come from very diverse backgrounds and that the four years of character education teaches about a profession they are a part of where your honor and integrity are extremely important. It is no longer acceptable to lie, to cheat, to steal, or to be disrespectful to peers and subordinates, and some come better prepared than others.
Lieutenant Colonel Schnack offered that generational differences are existent. For example, this iPhone generation communicates digitally which creates some discomfort in interpersonal communication. The idea of making a correction or intervening in a situation that might be risky is a skill set that we need to work on as an Academy to help develop.

The next question asked was, “Do you feel that the free exercise of religion is in any way impaired at West Point?” CDT Blackwell answered by indicating he didn’t believe so. “A big initiative of West Point, and a huge change that I’ve seen throughout the last four years has been our focus, not just on diversity, but also, inclusion. I’ve never seen religion, specifically, be inhibited at West Point. I think that the Corps of Cadets does a phenomenal job at being incredibly inclusive.”

Mr. Swan asked, “Are you sharing these experiences with other sources of commission? With Army ROTC? With other universities? Or is there communication there?” CDT Blackwell addressed this question, noting the number of conferences and conversations about ethics that have occurred throughout this past semester. It was also noted that West Point hosted its annual ethics conference a month ago where ROTC students attended. The ROTC Cadets participated in a leader challenge exercise indicative of the kind of ethical conversations that West Point Cadets grapple with. Lieutenant Colonel Schnack offered that we work with our sister academies and meet regularly to talk about character development.

Representative Davidson asked, “What is the trend-line on sexual harassment? There seems to be a heightened sensitivity universally in our culture about sexual harassment. So, that may or may not reflect, following onto General Swan’s question, about the proclivity of the new class toward that. Is there less of that? What are the metrics of this? What is happening? I mean, is there a decline in this because of the programs? The emphasis? The discussion about this in the culture? I mean, what is going on?”

In response, LTG Williams noted the trend line is lowering down for sexual harassment. He considers this to be, in part, because cadets are empowering themselves to confront each other and take care of it at a lower level. He also pointed to the sexual assault/gender relation survey two years ago – we’ll take it again in April – where our numbers are relatively low. The assault numbers weren’t low, but harassment was.

Samantha Ross, USMA SHARP Program Manager, added that USMA had seven reports for harassments last year. “On the SAGR survey, the percentage of students that indicated that they have been harassed is close to 50%. But then, when they’re asked further to talk about whether they reported those incidents or not, most of them say no. And then, when they’re asked why, they say because they handled it. So, when we talk about how to handle sexual harassment, there’s an escalation of response. And the first piece that we ask them to consider is to address it themselves. When we see the data that shows that there’s a pretty significant amount of sexual harassment happening, but then, in the follow-up questions, they are given opportunities to explain what they did and why, and it seems as if the work that we’re doing to give them the tools and the strategies to address it at their level is having an impact.”

Mr. Urban spoke about how young people don’t interact like they used to because of iPhones and smart phones. “People don’t talk to one another; they don’t confront one another.” He applauded what West Point is doing to encourage cadets talking to one another, discussing their differences, face-to-face and not hide behind social media. He then asked two questions, how do we define sexual harassment, and could we talk more about sexual assaults.
Representative Womack asked if some unwanted sexual harassment would be included in the definition. Samantha Ross addressed the question, indicating the definition in the survey is very specific to the law of what sexual harassment is. Cadets are then asked, "Did any of these things happen to you?" And it's very specific. "Did someone make a joke?" "Did someone talk about your gender?" So, it really pulls exactly what those are for the sexual harassment.

Samantha Ross responded by indicating there is a gradation of the types of behaviors that people are reporting that they experience in the harassment arena, as well as sexual assault. A third of the cases were touching, a third of the cases were attempted penetration, and a third of the cases were successful penetration. Further, we have the same level of fidelity on the types of behavior that are harassment.

Lieutenant General Williams then asked the Cadets who would be speaking to address the question of why efforts to reduce sexual assaults were not making a difference.

Cadet Seyer indicated that the two Honorable Living Days resulted in a lot more cadets feeling empowered to report their sexual assaults. There is a culture being built where cadets feel safe and trustworthy of the system to be able to go and say, "This happened to me. I'm trusting you to then adjudicate appropriately." While acknowledging "we have a problem," CDT Seyer reiterated, "I think that at that level of empowerment has improved even as the four years that I've been here - the empowerment of lower-level cadets to take ownership of this problem and ownership of their fellow cadets and keeping them in line."

Mr. Urban asked how peers at other colleges were doing in comparison to West Point. Cadet Seyer responded, "I think we're doing a better job than any other university."

Sue Fulton noted that most of the members of the BoV have changed and that it may be time at our next meeting to do the deep dive again to understand the definitions, numbers, and the numbers going up and down. This was supported by LTG Williams.

Mr. Black cited the role of alcohol and living off-campus as contributing factors in his observations at the University of North Carolina. He asked what effect these two factors might play. Lieutenant General Williams indicated that the panel would address this issue later.

Representative Womack asked if we do a better job because the consequences are greater? Or do you think we're doing a better job because we're just better at convincing, from the plebe year on, that this is a different institution with a different mandate?

Cadet Seyer indicated she agreed mostly with the second statement. "I think that, again, as we have all three alluded to, we call people to live a higher standard. I think everybody who comes to the Academy knows that coming in; when they sign the dotted line or raise their right hand on R-Day, they accept that challenge. They accept the challenge to live above the common level of life. I think that we try to feed into that and we, again, demand them to be better. I think, obviously, the punishment probably plays into it, as it does with most things, just from a self-preservation kind of standpoint. But I think it is mostly due to what we demand of cadets on day-to-day life."

Colonel Bieger offered, "One comment and a warning for everyone." "The sexual assault/sexual harassment piece is the 50-meter target that's in our face today. But this is really about what happens down-range after graduation, standing in front of a platoon of Soldiers where there will still be sexual assault/sexual harassment. But there'll be suicide, there'll be family problems,
there'll be safety issues in combat and on ranges. To me, this is all about caring for your Soldiers. Right now, it's sexual assault because that's the close target; but I think we need to keep that in mind. And the warning is if we, in the profession, don't police ourselves, these guys, the members of Congress will take that away from us. We have to police ourselves."

c. Panel 2: Cultivate a Culture of Character Growth-Discipline and Standards.
Panelists: BG Curtis Buzzard, COL Kyle Marsh, CDT Dane Van de Wall, CDT Kevin Shinnick, CPT Christina Fenstemaker, CPT Sarah Ferreira

Brigadier General Buzzard introduced himself to the BoV, as the Commandant of Cadets at West Point. "I arrived in late June, been on the ground about four months. I came from being the Deputy Commanding General out at 7th ID and before that, commanded our combat training center in Europe and a brigade in the 82nd Airborne Division. I am a '92 graduate, commissioned as an infantry officer. We are a military family; I married an Army vet. My oldest daughter is in grad school, but married a 2018 West Point graduate who’s deployed right now in Afghanistan. I also have two other daughters are on their way to being commissioned officers.”

Brigadier General Buzzard then provided introductions of the next group of panelists:
- COL Kyle Marsh, a Brigade Tactical Officer for the Corps of Cadets.
- CDT Dane Van de Wall, the Brigade Commander of the Corps of Cadets.
- CDT Kevin Shinnick, Brigade Sergeant Major. Prior to becoming a cadet, he was a sergeant and deployed twice with his Ranger Regiment.
- CPT Christina Fenstemaker is a 2009 graduate of West Point. She served as an Army aviator, deployed twice as a flight platoon leader, an Apache maintenance platoon leader, Black Hawk maintenance platoon leader, followed by two company commands at Fort Campbell. She is currently serving as the H4 Company Tactical Officer at West Point. She went through the master's program provided through the Eisenhower Leadership Development Program.
- CPT Sarah Ferreira is also a 2009 graduate of West Point, classmates with Christina. She has been a platoon leader, company XO, and a company commander both at Fort Hood and Fort Drum. She was deployed in support of Operation New Dawn in 2011. She is currently an instructor with the Department of Physical Education, teaching military movement.

Brigadier General Buzzard provided some context for the group, indicating his central theme and some focus areas for cadets. His main theme is mastering the fundamentals - getting the basics right before commissioning. The first focus area is discipline and standards. Secondly, fitness. Physical fitness, but also on the performance triad – on fitness, sleep, and nutrition - getting good routines and habits and building those while at West Point. Third is about being a warrior; about mastering foundational military competencies, developing that warrior ethos, and that sense of grit that the Superintendent talks about. Fourth is to be adaptable. "When you look at our current and future operating environment, you know, they've got to have those first three foundational things with respect to discipline, standards, fitness, and foundational competencies. But they've got to be critical thinkers. Finally, they've got to be a great teammate. We've got to treat one another with dignity and respect. They've got to genuinely care for one another."

Colonel Marsh expanded on the adjustment to “re-establish” the standards and discipline within the Corps. So, in the classroom, in the companies, in the commissary, the whole community of professionals is looking to further professionalize the cadets on their 47-month journey.
He noted that discipline overall is improving, as well as uniform, pride in appearance, room standards, customs, and courtesies. One marker of performance compared this first quarter’s boards (Article 10 boards). We’re down 28% at this point, this first quarter versus first quarters of the last two years; there is less misconduct going on.

In terms of alcohol, it has been looked at hard. When we look at sexual assault, many times, that is a common thread, may have exacerbated that problem.

The Superintendent was very clear, the First-Class Club needs to be a first-class club for the first class. The only way that a Cow goes in is that they must be invited by a Firstie; and they can only go in between Thursday and Saturday. Cows are only allowed to drink or post between Thursday and Saturday; not Monday, not Sunday through Wednesday. So, we’ve begun to put some restrictions on the Corps on when they can drink. Plebes and Yearlings do not drink at all, even if they’re of age, on the West Point military installation. We see alcohol as a privilege, not a right. It comes with responsibility and maturity.

Sleep has been looked at - we have set lights out at 01:00. "Prior Army studies indicate that you need at least five hours of sleep a night. If you get that for more than two nights in a row, you’re operating as though you’re under the influence of alcohol in your decision-making. So, the Commandant and I said 01:00, all lights are out, and most of them are going to bed before that, but we’re forcing that at 01:00."

Lastly, the Superintendent has now authorized the forfeiture of pay as part of the Article 10 process. "He has authorized only the Commandant and I at this point to do that. I’ve implemented it four times to date, and it’s not just a standard thing. I’m looking for the right cases, because it is seismic."

Cadet Van de Wall noted that the Saturday morning inspection (SAMI) has not gone away. This makes sure that cadets focus on attention to detail. Uniform inspections and haircuts have also been given attention. Barbers were talked to ensuring that cadets were given out the right haircuts; and we made sure everyone knew what the standard was. Inspections were changed to Monday mornings with the barbershop now open on Sundays to give additional haircuts.

Other changes include having the barrack’s arrangement guide. Drawers that the wardrobe is on are an inspectable piece of a cadet’s room. The idea is to focus on setting those good hygiene habits. Forcing people to do their laundry, to fold it properly and neatly, and have that attention to detail in their rooms.

Some policy changes were made regarding alcohol. We did take hard alcohol out of the First-Class Club, added additional Firstie guards. Now, we have five Firsties who are tasked every evening to go down to the First-Class Club. And two of them are checking IDs and just walking around the Firsty to make sure that nothing is getting out of control. We also have three additional guards that are walking the path back from the Firsty to make sure Firsties get back to their companies and link up with their company officers. And two other guards who are just making sure people are battle buddy pairs and there’s nothing getting out of hand at the Club.

We added a CDO and UDO (a Firstie and a Cow), two cadets who are in charge of getting accountability at night. These cadets are on watch for an additional hour and a half after taps. So, at 11:30 everyone needs to be in their room, and we get accountability.
Focusing on fitness, the Army Combat Fitness Test (ACFT) prep, we've gotten a lot of additional equipment already with Conexgens, which are essentially mobile fitness centers that have weights for cadets to use to practice for the ACFT.

For lethality, we continue to use our simulation centers where cadets can practice shooting M4s and we're also working on making sure we can have them out to the ranges as much as possible.

Cadet Shinnick noted the emphasis this year on standards and discipline highlighting a presence among leaders. We now use a checklist, for example, when conducting uniform inspections — going item-by-item. Drilling still occurs twice a week — with about 10 parades conducted by the end of the semester. We brought the old guard up to teach us and refine our movements and how we conduct drill.

Captain Fenstermaker provided some additional detail on the Eisenhower Leader Development Program and how she uses that in her role as TAC officer. She noted that West Point cadets consistently face challenges in NCAA athletics, academics, and the basic fundamentals of mission planning. "West Point cadets also face trauma. They face mental health issues. They face loss of family members. They come to my office and I just sit and actively listen to understand the root of a problem, and I learn a lot of skills through my elective adult personality and psychopathology and understanding maladaptive and healthy behaviors. So, with executive coaching, I'm able to correlate other realms of their life, whether they're financially unstable or they have an unstable family or they're academically struggling.

"The concepts and theories learned through the Eisenhower Leadership Development Program are very beneficial. After I had two company commands where I prep my company to serve in Afghanistan, I would've had a completely different approach as a leader, as a company tactical officer, if I were a direct hire. The ELD Program gave me a moment to pause, look in the mirror, and reflect on what kind of leader I have been and what kind of leader I wanted to be over a span of a year. The program has also been beneficial for my TAC NCO, who I have a very close relationship with professionally. He is a product of the Benavidez Leadership Development Program, as well, and they go over those concepts, theories, and aspects in a two-week timeframe."

Captain Ferreira elaborated about how West Point is transitioning to the new ACFT. We continue to commission leaders that are physically fit and mentally tough. We do that through our rigorous, iterative, and developmental physical education curriculum, through our fitness testing, and through our competitive sports program.

Our curriculum hasn't really changed in the last 10 years or so. We still require cadets to take seven core courses that consist of:

- Military Movement, the gymnastics-based course taught to all freshmen
- Plebe Boxing, for both male and female cadets
- Survival Swimming (sophomore or Yuk year)
- Foundations of Personal Fitness
- Combatives (Cow or second-class year)
- Lifetime physical education (Golf, Scuba, Racquetball, Climbing)
- Unit Fitness Foundations (Firsties)
Our competitive sports program remains very robust. We have the Corps squad teams, 16 competitive clubs within DPE, and company athletics and intramurals.

Of note, last year, we had six of our competitive club teams earn national championship titles. Those teams include Men’s Boxing, Orienteering, Judo, Power Lifting, and Men and Women’s Handball.

In terms of fitness testing, we still have the indoor obstacle course test. That is a graduation requirement. It is also an annual testing requirement for the Yuks, Cows, and First-Class cadets. Cadets continue to get faster at this thing. The Class of 2020, the Class these two young men represent, 32% of that class earned a TAD, which is an A-minus or higher, on that event. We currently have the Academy recordholder, Cadet Trayvon Turner, who’s Class of 2021. He earned the time of 1 minute and 57 seconds and is looking to break his own record next week when he runs it again for his Cow year requirements. Just last week, we had a young lady break the academic year record with a time of 2 minutes and 41 seconds.

So, cadets continue to get faster, they get fitter every year.

We have the new Army Combat Fitness Test, that is going to be the Army’s test of record starting 1 October 2020, which is a pretty big shift from the Army Physical Fitness Test (APFT). The ACFT is a six-event test measuring muscular strength, power, anaerobic endurance, and aerobic endurance.

There are six events. It is now on a 600-point scale. In order to get the cadets ready to take this, we administered a diagnostic test to the Class of 2019; once in the fall and once in the spring. One, to make sure that our processes were straight with the test administration, but also, to do some initial data collection to see how well our cadets are scoring against the proposed scoring standards; the Army has not adopted those yet. Those will be coming out shortly.

In the spring of 2020, these cadets, along with the entire Corps, will take the ACFT in the spring — diagnostic, of course — one; to gauge where they’re at physically and for us to see where we can improve in terms of curriculum and in terms of how do we weave the ACFT throughout summer training, throughout our curriculum, and how do we get the cadets ready and motivated to train for the test.

Brigadier General Buzzard asked CDT Shinnick to comment on some of the cadet functional fitness activities. “The culture of fitness, it’s never been better. We have these BeaverFit conex containers; they’re about 20-foot boxes. We’ve been able to put them in North Area in Legion Square and open them up. They contain about 12 barbells, bumper plates, sandbags, kettlebells; a variety of physical fitness equipment that now, throughout the day, cadets can use on their own free time. And so, you’ll be walking through North Area, whether we’re having a barbecue or not. During the barbecue, now, people are working out and encouraging other people to work out, so, there is a lot more visibility.

Then, on top of that, once a month, we’re having Corps-wide physical fitness competitions. We had two and; we have one more coming up on 15 November. It’s a Fittest Pair competition so, companies are sending a pair or two to compete in these events, and they’re highly publicized. And it really is to foster a culture of competitiveness, and physical fitness. Each of these brigade-wide fitness events that we’re holding, are tailored to what’s coming in our future. We’re incorporating portions of the ACFT, as well as other physical fitness dynamics, that the
Army is moving toward. And then, with the ACFT, we’re also modifying our gym just to enable more cadets to be able to work out more efficiently, and have the equipment needed. Maybe, kind of kicking to the curb, some of the other equipment we don’t need like 30 treadmills when people should be running outside anyway. We’re opening up some extra space."

Mr. Urban asked, “I assume, since Cows can only go to the First-Class Club and drink on Thursday through the weekend, that first classmen can go there all week?” Brigadier General Buzzard indicated, Yes. Mr. Urban indicated he was wondering what the thinking is behind this – “and I would appreciate what the cadets think about it, as well – is given the effects of drinking and sexual harassment and assault, and the disruptive effect of alcoholism in families in our culture; what’s the policy thinking behind – why we do what we do – why do we have a bar open at West Point for cadets? Seniors, I guess, and juniors.”

Brigadier General Buzzard responded that he and the Superintendent talk about this quite a lot. “They’re going to be exposed to this when they’re commissioned anyway, and we want to teach them responsible alcohol consumption while they’re at West Point. In the First-Class Club, the way it’s organized, designed, the leadership that’s down there, not only cadets, but officers, the way it’s managed, creates really a great environment to do this in a way where we hope to produce people to go out in the Army. We don’t punt this problem out to a Battalion or Corps Commander that has – West Point commissioned officers develop a reputation of not behaving properly out there.”

Lieutenant General Williams added that when you’re looking at the cases that come forward in terms of when alcohol is involved, from the sexual assault perspective, it’s occasional, but it’s not that many. “Most of our issues are underage off-post because that’s where a lot of the cases that come to me, and these are cadets that will go off-post, underage. They’re getting it from somewhere, that’s what we try to figure out. But it’s actually – they either do something to get caught by the local police or other cadets find out and they are reporting them, just out of duty in terms of policing their own. I don’t see a lot of issues, Sir. I’ll let the cadets talk. I don’t see a lot of issues coming out of the First-Class Club and I think it’s actually achieving our desire almost to teach them responsibility before they enter into the force.”

Representative Davidson added, “I think they’ve done a good job setting a safe environment and holding their peers accountable.”

Cadet Shinnick offered the cadet perspective indicating that West Point is interested in responsible drinking, “I think West Point blows it out of the water in terms of the fact that we’re in an environment where there are several people watching. There’s no hard liquor. I think that with all the things that we’ve done to kind of implement a safe environment, I think we’re doing the right thing.”

There was interest in military training on the weekends – what is it like, frequency, etc. Brigadier General Buzzard indicated he has asked for a fitness component. “There are some foundational military things we ask them to do, really build on lethality. It’s also driving an expansion that Colonel Al Boyer could talk to in the next panel on simulations. Getting out to a range and shooting in the A/C weekend can be challenging for the whole Corps to do. There’s so much we can be doing in the synthetic training environment, which is a huge modernization that we’re going to achieve.”

Cadet Shinnick indicated this fall had three A/C weekend trainings because of football, in the spring, we’ll have seven. He then provided much detail on the focus on basics and what will be
accomplished on those weekends. He outlined how one weekend builds on the training from prior weekends using preparation for the new ACFT as an example.

During the seven weekends of the spring, events include plebes being trained up and ready to be team leaders. Cadets who are going to Air Assault – or airborne school are validated on the 12-mile ruck or completed the Air Assault Obstacle Course Tests. There are also conditions and preparations set for the summer - driver’s training, getting ready for the things they’re going to do in cadet field training, and cadet leader development training.

The other pending change – “Army has a new marksmanship qualification standard that’s coming out. And it is hard; much harder than what there is right now. You know, double the amount of distance targets at 300 meters, magazine changes, firing at different – so, that’s something that’s implemented next October that we’re going to start training on this summer.”

Mr. Urban’s concern was “a little bit on the esprit de corps, law, and camaraderie side of things of the house on the Commandant/BTO side. I don’t like the fact that cadets become more insular. Everyone has an iPhone, everyone’s more – we’ve become a lot of Army of One. I hear a lot of great things about individual PT tests, I’m crushing it on the IOCT, you know, I can max this thing. You know, I like to see – and I think there’s value in running, as a Corps, you know, the intramural sports, a lot of the connectivity that you gain upon the field of friendly strife stuff, right? That I think we need to emphasize more.”

“I applaud the Supe and the Commandant on the hard alcohol piece, I think that’s an issue. I think taking that away takes a lot of issues off the table so, I applaud that. I applaud your moves in terms of your Article 10s and taking cash from folks. I think electrical appliances in cadets’ rooms are a mistake. People have rice cookers and blenders and toasters. I don’t see a need. You shouldn’t be kind of holed up in your room playing Xbox as an individual. I think that is something that you shouldn’t encourage, and we do. I think it’s a mistake.

"Finally, I have a question about meals. How do we get to where we are in meals? And what’s the thought process on meals? Because, you know, I know there’s a move – we give cadets more time, but that we’re not eating together, we’re not coming together as a family. You know, every family knows, or everybody around you knows, you have Sunday dinner together, right? Everybody gets together Sunday lunch. You know, when I was a cadet, we ate all the time together, right? And I don’t like the move to – you know, everything we do to kind of disintegrates the Corps, I’d like to see us try to move back together. So, more things together, more PT together, more meals together. You know, you play an Xbox, play it in the dayroom with your peers, do things together. I see a lot of individual cadets now. So, my other question, I guess, in that whole rant, is really, what about the meals? What do we do to eat together more, and maybe run together more?”

COL Marsh responded, “I don’t know when the breakfast went out, to be frank with you. But, I will tell you, the Commandant and I have looked at this and we’ve – first of all, we’re trying to go back to a Sunday night dinner recall formation with a sit-down meal. And we’re also looking to see if we should go to a mandatory breakfast, almost back to what we were used to. Our challenge has been the DFAC contract has been under review – it’s been contested and we have not been able to change the contract. I think we’re now, after the first of the year, getting some momentum where we can start – if we want to make some changes, the conditions are now being set."
Cadet Van de Wall noted that a lot of companies will do company PT on those A/C weekend trainings on the Friday or Saturdays and, also, weekends outside of that. With all the intramural teams, people are still doing PT or playing sports with their companies.

Representative Murphy had a few questions about using simulation for training. “My home district is the home to Army and Futures Commands, STEE cross-functional team. So, I’m just curious about what systems you use. Are you integrated into that? Are your requirements met by the cross-functional teams? Do you train like Army does? Are you using the same sorts of platforms? What percentage of time do you have your cadets on simulated training versus actual training?”

Brigadier General Buzzard commented that it’s incorporated into the courses. He mentioned VBS3, when they fight it in simulation and have engagement skills trainers for weapons. We would like to be recognized officially as one of the Army Simulation Centers.

We are working to build a simulation center of excellence – programmed into the barracks upgrade program. We are going to have room for much greater capacity.

Lieutenant General Williams commented, “So, Congresswoman; good, but getting better. My vision is a live virtual constructive experimental background at Camp Buckner. I mentioned earlier Camp Buckner. We’re well on our way to fixing – but Camp Buckner has not been transformed since the 1940s. It was built by German POWs for German POWs. The BoV was out there and they said, “Williams, this sucks.” I said, “Yes, Sir, it does, and we’re going to fix it. The Army senior leadership, the Chief was out there right after the Congressman was out there. I just had the Secretary of the Army out there and I just had Gus Perna, our Materiel Command. And we’ve got a good way forward in fixing Camp Buckner.”

Brigadier General Buzzard mentioned we are getting great support now and that we are in a good place.

Representative Womack and Representative Murphy added their support. Representative Murphy indicated they have worked very closely with General Gervais, as well as the local STEE.

Lieutenant General Williams noted, his intent to provide his plan at the next BoV meeting in January, when he will lay out the 2035 vision. “We’re prepared to do that in January and lay out the vision of Buckner and it’ll be laid out this summer.”


Brigadier General Jebb introduced the participants in the third panel. Her introduction centered around the security environment in which our graduates are asked to lead and win in – indicating the importance of a strong moral, ethical foundation and the necessity of critical thinking and adapting quickly.

Doctor Carter is an Associate Professor of Economics in the Department of Social Sciences. She also serves as a research analyst in the Office of Economic and Manpower Analysis. She spoke about her approach to cadet development as a researcher providing understanding on issues that varies from sexual harassment to research projects.
Major Lazzari is a USMA graduate, corps squad volleyball player, and rotating military faculty member. She expressed the importance of identity formulation and self-understanding as important in order to be an effective warrior. Major Lazzari spoke of learning to win while at West Point, “overcoming injuries, through tiredness, through emotional exhaustion, through breakups, through whatever was happening in my personal life; and go out there in front of a crowd and perform, not only for myself, but for my team and rally everyone around me.”

She was commissioned as a Medical Service Corps Officer and served at Fort Campbell, 4th Brigade Combat Team as a female engagement team member on her first appointment to Afghanistan. This involved clinic assessments in the local community, working with women and children. Those engagements as well as her time as a graduate school student at Yale helped her to realize the importance of critical thinking and adjusting to what the missions of the day were going to be for her team.

Colonel Boyer has spent two years in Brigade Command, 1st Brigade of the 101st. Then, most recently in the last two years, he was the Director of the Commanders Action Group for the AFRICOM Commander. He has deployed 7 times during his 18 years of service, and he has been at West Point about 3 months.

Colonel Boyer suggested, that starting in the academic year, we put cadets in situations in field training, more in the context from which they will fight. “Simulations – virtual training, synthetic training environment is a way to immerse cadets in a high-end, multi-domain fight all year round.”

Brigadier General Jebb shared that 50 faculty alums were just on the most recent battalion brigade command list.

Boyer shared what he saw in our graduates, as well as our faculty alums who worked for him. “The agile and adaptive leaders that we define and describe that we want in our mission command doctrine, West Point leads the way on that.”

Coach Alberici was at Duke University for nine years as an Associate Head Coach and had just went to national championship game when the opportunity arose with Coach Emer’s retirement, I came to West Point. “I wanted to be part of something that was big, and there’s nothing bigger than United States Military Academy, what it stands for, and what our people go on to do. I wanted us – I wanted an administration that wanted to win as badly as I wanted to win. And we certainly found that in our athletic administration and that’s continued throughout my 15 years. But it’s gone further than I even thought, and just that winning culture permeates all areas.

And then, I just want to feel great about what I represented. A lot of what a college coach does – and certainly, the time that I spent on the road recruiting and representing West Point – I wanted to feel good about what I represented, and what the opportunity that we could present to young Lacrosse players who were going to go on to do something special.”

Coach Alberici spoke of the importance of his support for the academic and military teams that cadets are also involved with, and the growth that he sees in cadets. “What’s most rewarding, is, now that I’ve been here 15 years, to see the men that they’ve become, the fathers that they’ve become, the warriors that they’ve become. And it’s just an incredible honor, again, to just see that and see how far they have come – a lot of them, because they wanted to be
Lacrosse players, they want to win a national championship. But how they’ve grown into being great soldiers to great officers, great leaders, and again, great family men.”

Cadet Shin introduced himself as a first-generation American who was born in Seoul, South Korea. His family immigrated to Ann Arbor, Michigan, in 2002 when he was eight years old. He shared how he drew upon his background as he developed going through West Point. “There are a lot of other cadets just like me who are first-generation Americans that came to this country for better opportunities but wanted to serve and be in the Army and be part of something greater than themselves.” He shared how the staff and faculty have helped assist him with his own journey. For example, he mentioned how outside the classroom they host cadets into their homes to talk about things outside the uniform and how he thought this was very important.

Mr. Buddie introduced himself, noting that “six months ago, I was as civilian as civilian can be. But I’ve had the opportunity to be on two Presidential cabinets and two previous private institutions. And I’m thrilled to be a part of this one because this board of directors is more functional and more active than any that I’ve been associated with. And it starts at the top, obviously, with the Superintendent. But its simple formation seems to work. And by that, I mean the Commandant does not talk to me about how to throw a better curveball. And I don’t talk to the Dean about what literature that they should teach, and she doesn’t talk to the Commandant about what weapons to fire and how to do it. But what we all do expect and demand from all of those who work under us is a commitment to character development. And so, that is the common thread that runs through all four pillars and I’m thrilled to be a part of it. We are committed to winning, obviously, but we will never prioritize winning over acting with character.”

Mr. Swan inquired as to the process for re-integrating rotating faculty back into the course. Brigadier General Jebb responded by noting we make sure we get the right folks to serve on faculty. “We talk with senior leaders around the Army to ensure that they’re encouraging such an assignment, because you can see how transformative it is, as folks go back to serve in the operational force. While they’re here at West Point, they go through their own development with research and working with cadets. And then, we’re getting them ready. That whole process of operating outside your comfort zone, really stretches folks. And the value added is just tremendous in terms of their talent. So, when they’re going back out as field-grade officers, they’re better articulators, they’re better thinkers, they’re better writers. They have that skill set now of having coached and mentored cadets, which is the skill set when you work with junior officers.”

COL Boyer added, “I call DMI the Department of Motivation and Inspiration because I think we should be able to inspire passion towards the Army not only for cadets, but for faculty. Because I have folks that are going to go be future field grades, future battalion commanders, and lead the very people we’re teaching right now. And so, I think they’re as important a focus for us as the cadets.”

Mr. Black noted that “the faculty that we send out, that other graduating class is important in playing the role of identifying future faculty members amongst those lieutenants in their unit.”

Dr. Wardynski indicated, “the West Point brand has never been stronger. The Superintendent has continued to strengthen that brand and then, begin systematizing work that’s been ongoing since, I think, about 2006 where we cross-marketed young adults who had applied to West Point, had not applied to ROTC.”
But, as we could see that the spaces were not going to be available at West Point for them to join the Academy, they were brought around to thinking of ROTC and we were able to look at what schools they were applying to. And right now, my estimate is about half of the top half of ROTC applicants did not apply for ROTC, but applied to West Point. We look to continue that work and now make it systemic as part of the Army's new marketing effort."

The Army's new campaign, "What's Your Warrior?" focuses on where would you fit in; Infantry, Cyber, Signals, Medicine, and Aviation. West Point helped craft that message and is now helping with the analytics behind this. West Point is now the home of Functional Area 58, Army Marketing, and these officers -- it'll be about 100 -- will serve at the enterprise level across the Army.

"The short of it is West Point's doing a whole lot in the way of graduating cadets. But a lot of other things go unseen. It attracts wonderful young adults to be cadets at West Point; that helps ROTC now, too; and they attract great officers to come teach those cadets. Both those go back to the Army in great shape to help the Army meet its mission. And because of that, the Army has also now made West Point the lead integrator with TRADOC on the Acquire line of effort and its people strategy. The Army has its first people strategy in its 244-year history."

Closing comments came from the Superintendent and the Chair. Representative Womack spoke about two enduring themes, character and how we build young men and women to lead and fight, and that we expect to win. "Winning matters -- in the classroom, in the training field, or on the athletic field. We take that very seriously here. Our cadets do. You can hear all our warriors who've shaped them there. It matters; and I want to beat everybody. I just don't want to be there for, "Hey, you know, if you beat Navy, it'll be a good season." No, I want to be everybody, every single game, every rugby match, every academic competition, every military competition. I want us to win because that's what we do at West Point. So, winning and character."

Colonel McDonald let the group know that we have a 40% increase in applications from this year to last – high-quality, highly competitive candidates that are dedicated to serve.

9. REMAINING BOARD BUSINESS.

Colonel (Ret) Fred Black thanked the Board, as this was his last meeting as a member of the Board of Visitors. Ms. Sue Fulton read a statement, which is at Appendix D.

10. ADJOURNMENT. Congressman Womack thanked everyone for attending and asked for a motion to adjourn. The motion was seconded. Congressman Womack adjourned the meeting at 1:12pm. This concluded the November 13, 2019 Fall/Annual Meeting of the USMA Board of Visitors.
Certified by:  

STEVE WOMACK  
US Representative  
Chair, USMA Board of Visitors  

FEB 24 2020  

DEADRA GHOSTLAW  
Designated Federal Officer,  
USMA Board of Visitors
Appendix A: Attendance

Congressional Members:
Senator Tammy Duckworth
Congressman Steve Womack-Chair
Congresswoman Stephanie Murphy
Congressman Anthony Brindisi
Congressman Warren Davidson
Departs 10:31am
Departs 10:56am
Arrives 11:28am
Arrives 11:31am

Presidential Appointees:
SEC R. James Nicholson – Vice Chair
Ms. Brenda Sue Fulton
COL (Ret) Frederick H. Black, Sr.
Mr. David Urban
LTG (Ret) Guy C. Swan III
Arrives 10:18am
Departs 12:20pm

The following members were absent:
Senator Richard Burr
Senator Jerry Moran
Senator Joe Manchin
Congressman K. Mike Conaway
Mrs. Meaghan Mobbs

Based on the BOV attendance, a quorum was present.

Other attendees:
HON Dr. E. Casey Wardynski - ASA(M&RA)
LTC Gregory Campion, XO-ASA(M&RA)
MAJ Cory Kastl, OCLL
MAJ Jason Bahmer, OCLL
Arrived 12:05pm

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
COL Mark D. Bieger, USMA Chief of Staff
LTC Angelica Matinez, Superintendent’s XO
CPT Joshua Mitchell, Superintendent’s AdC
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
Ms. Lori Doughty, FACA Counselor
BG Cindy Jebb, Dean of the Academic Board
BG Curtis Buzzard, Commandant of Cadets (USCC)
MSG Erik Salo, USCC Sergeant Major
Mr. Michael Buddie, Athletic Director
COL Deborah McDonald, Director of Admissions
COL Holly West, USMA G5
Ms. Samantha Ross, SHARP Program Manager
Panelists

Panel 1: Cultivate a Culture of Character Growth – Honorable Living

LTC Darcy Schnack
CPT Sarah Ryan
Cadet (CDT) Bradley Wanovich
CDT Kathryn Seyer
CDT Grace Blackwell

Panel 2: Cultivate a Culture of Character Growth – Discipline and Standards

BG Curtis Buzzard
COL Kyle Marsh
CDT Daine Van de Wall
CDT Kevin Shinnick
CPT Christina Fenstermaker
CPT Sarah Ferreira

Panel 3: Developing Leaders of Character

BG Cindy Jebb
Mr. Michael Buddie
Dr. Susan Carter
MAJ Elizabeth Lazzari
COL Alan Boyer
Coach Joe Alberici
CDT Michael Shin

Legislative Assistants:
Mr. Matt Lampert (SEN Duckworth)
Mr. Cole Lyle (SEN Burr)
Mr. Lewis Collon (SEN Manchin)
Mr. Beau Walker (Rep Womack)
Mr. Gabriel Cruz (Rep Murphy)
Mr. Connor Jeffers (Rep Brindisi)

Members of the Public:

Mr. Drew Diedrich
CMDR (R) Michael Thomas
Board of Visitors Meeting
United States Military Academy
13 November 2019

Agenda
- Introduction
- Board Business
- Superintendent's Remarks
- Academy Topics
  - Cultivate a Culture of Character
  - Develop Leaders of Character
  - Upcoming Events
**Board Business**

1. Approve Minutes – 3 May 2019 Meeting
2. Set Date for Winter/Summer 2019 Meeting
3. Federal Advisory Committee Act Information

**Winter 2020**
- Wednesday, 26 February
- Thursday, 5 March
- Friday, 6 March

**Summer 2020**
- Tuesday, 30 Jun
- Monday, 6 Jul

**Previous USMA BOV Meetings:**

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<th>Year</th>
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**USMA Board of Visitors**

**FACA Information**

Federal Advisory Committee Act (FACA) Information for the USMA Board of Visitors

1. **Authority:** US Code, Section 7455 and FACA of 1972

2. **Mission:** The Board provides independent advice and recommendations to the President of the United States on matters relating to the Academy, including morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and any other matters relating to the Academy that the Board decides to consider.

3. **Agency or Official to Whom the Committee Reports:** The Board reports to the President of the United States. The Secretary of the Army, pursuant to Department of Defense (DoD) policy and procedures, may act upon the Board's advice and recommendations.

4. **Designated Federal Officer:** The Board's DFO is required to attend all Board meetings for the entire duration of each and every meeting. However, in the absence of the Board's DFO, a properly approved Alternate DFO, duly designated to the Board in accordance with established DoD policies and procedures, must attend the entire duration of all Board meetings.
Superintendent's Opening Remarks

Recent Events

Key Events since last BOV

6 May  CIC Trophy Presentation
        Coach K Awards Dinner
18 May  USMAPS Graduation
25 May  USMA Graduation - Class of 2019
10 Jun  Relinquishment of Command, BG(P) Gilland
28 Jun  Assumption of Command, BG Buzzard
1 Jul   R-day - Class of 2023
15 Aug  Superintendent's Convocation
17 Aug  Acceptance Day - Class of 2023
18 Aug  Affirmation Ceremony - Class of 2021
19 Aug  First Day of Classes
21 Aug  USMA Strategic Onsite
23 Aug  Ring Weekend - Class of 2020
16 Sep  Branch Week
19 Sep  Diversity & Inclusion Conference
20 Sep  Zengerie Lecture
7 Oct   National Conference on Ethics
10 Oct  Thayer Award - GEN (R) Ann Dunwoody
24 Oct  Nininger Award - CPT Lindsay Heisler '12
Superintendent's
Priorities of Effort

- **Develop Leaders of Character**
  - Integrate and synchronize all Pillars (character, military, physical, academic)
  - Build 2LTs for our Army; prepared for the "crucible of combat"

- **Cultivate a Culture of Character Growth**
  - Create a safe and secure environment... built on "trust" and "Army/Cadet Values"
  - Focus our efforts on inclusion, and preventing sexual assault and harassment

- **Build Diverse and Effective Winning Teams**
  - Cadets, Staff and Faculty, Coaches, and the West Point community

- **Modernize, Sustain and Secure**
  - Infrastructure development and investment
  - Energy Resilience
  - Protect the Force

- **Strengthen Partnerships**
  - Seek opportunities to contribute to the Army Profession
  - Sustain partnerships with Academia, Alumni, Congress, and the American Public
  - Grow international partnerships

(as of Nov 2019)

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Reaccreditation Update

Background:
- The Middle States on Higher Education (MSCHE) reviews the quality of higher education institutions and its programs.
- Setting the standards in USMA’s reaccreditation effort demonstrates its stakeholders a commitment to being the preeminent leader development institution in the world.

Work to Date:
- USMA began its comprehensive self-study effort in February of 2017 which has involved over 70 senior staff and faculty in seven teams addressing the following MSCHE standards:
  I. Mission and Goals
  II. Ethics and Integrity
  III. Design and Delivery of the Student Learning Experience
  IV. Support of the Student Experience
  V. Educational Effectiveness Assessment
  VI. Planning, Resources, and Institutional Improvement
  VII. Governance, Leadership, and Administration

- Lt. Gen. Silveria, USAFA SUPT and MSCHE Team Chair, conducted the "preliminary visit" on 2 Oct, 2019.
- Preparations underway for full team visit 29 March through 1 April, 2020.
Cultivate a Culture of Character Growth, Honorable Living

Opening – Co-Chair of the Character Integration Tiger Team

Cadet and Faculty Perspectives:
- CPT Sarah Ryan (Simon Center for Military Professional Ethics)
- CDT Bradley Wanovich (Motor Captains)
- CDT Rees Hack (Brigade XO)
- CDT Grace Blackwell (Respect Captain)

Cultivate a Culture of Character Growth, Discipline and Standards

Opening – GSG Curtis Buzzard

Cadet and Faculty Perspectives:
- CDT Reed Murch (Brigade Tactical Officer)
- SSgt Umericle Fenstermaker (Company Tactical Officer)
- Capt. H. Land (Department of Physical Education)
- Capt. K. Williams (First Captain)
- SSgt F. W. Kugler (Brigade CSM)
Developing Leaders of Character

Opening/ Closing: Capt. Rob and Mr. Mike Cuddy

Faculty and Cadet Panel:
- A. L. A. Zare (Department of Science and Mathematics)
- David L. Lazzano (Department of Engineering and Philosophy)
- Capt. B. W. R. W. (Department of Military Instruction)
- Capt. C. A. R. (Department of Leadership)
- Capt. D. S. G. (Department of Physical Education)

Upcoming Events:

- 13 Nov: Branch Night for Class of 2020
- 14 Dec: Army Football Defeats Navy
- 14 Jan: Honorable Living Day
- 18 Jan: RMC Weekend
- 24-25 Jan: 50th Night for Class of 2021
- 1-2 Feb: Yearling Winter Weekend for Class of 2022
- 5 Feb: Post Night for Class of 2020
- 6 Feb: Flipper Dinner
- 14-15 Feb: 100th Night Weekend for Class of 2020
- 7 Mar: Plebe Parent Weekend for Class of 2023
- 19-21 Mar: McDonald Leadership Conference
- 30 Apr: Middle States Reaccreditation Visit
- 2 Apr: National Discussion on Sexual Assault
- 8-9 Apr: Mission Command Conference
- 17-18 Apr: Sandhurst
- 23-25 Apr: Conf. of Service Academy Superintendents
- 30 Apr: Projects Day

Way Ahead
Final Remarks
Appendix C

Statement from Ms. Brenda "Sue" Fulton
Member, USMA Board of Visitors
November 13, 2019

It has been an extraordinary privilege to serve on this Board for the past 8½ years. Like many of you, as a cadet I never imagined I would have the opportunity to advice the leaders of this great institution. Today’s staff and faculty do a great job sharing their experiences, especially their down-range experiences, to mentor and coach cadets.

I was a cadet in the late 1970s. My instructors were Captains and Majors who had served in Vietnam. They shared their lessons too.

The memories of the battlegrounds were fresh in their minds – as were experiences like My Lai and other atrocities. There was one particular lesson I recall most clearly because it was the most unexpected and yet universal, not only from instructors of Law and military science but also from Social Sciences, English, International Relations, Engineering...

**If you are given an unlawful order, it is your duty to disobey.** Yes. They taught us to disobey orders. The rule of law, your oath to the Constitution, ALWAYS, ALWAYS comes first. And THAT was the lesson most important to them.

They referenced Nuremberg and Auschwitz – but made it clear that Quang Tri Province and the Mekong Delta could be crime scenes as well.

To these men -- yes, in the late 70s my instructors were uniformly men – had been scarred by the betrayal of our honor and our character by some of our own officers downrange and
by some in the highest levels of leadership. So they argued for the strength to say NO to an illegal order from a superior officer, to risk your career and your livelihood in service to what we stand for.

Bob Caslen said it best – you can get everything else right, but if you’re not a leader of character, nothing else matters. You can be number 1 in your class, but if you’re not a leader of character, it doesn’t matter.

I hope that in years to come, West Point graduates who were on the ground in our nation’s capital, and who observe those in positions of national leadership today, will bring back to the Academy the lessons we need so desperately.

That no matter how high you rise, you cannot sacrifice these values. I hope they measure the character of Bill Taylor, class of ’69, against the character of those West Pointers in high office who fall far short of his integrity, his personal courage, his faithful adherence to Duty, Honor, Country.

Our republic hangs in the balance. And the character of our graduates – their willingness to sacrifice their personal advancement and benefit to these values – WILL make a difference.

Character must be our top priority.
Not physical fitness.
Not academic achievement.
Not Army football.
Not even “winning.”

Teach THIS. Inscribe THIS on their hearts.
The price of failure is too high.

Thank you for the honor of a lifetime, to serve the leadership of this great institution, this monument to Selfless Service of our nation.

Mr. Chairman,