

MINUTES
BOARD OF VISITORS FALL MEETING
November 16, 2015
Washington, DC

1. **DESIGNATED FEDERAL OFFICER'S REMARKS.** Colonel (COL) Wayne Green 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. **SUPERINTENDENT'S REMARKS.** Lieutenant General (LTG) Robert L. Caslen, Jr., USMA welcomed the Board members attending the meeting. Before beginning, LTG Caslen introduced several individuals, including the Commandant of Cadets, Athletic Director, Vice Dean, USMA Command Sergeant Major, Chief of Staff, G-5 (Policy/Plans), Director of Admissions, Designated Federal Officer, Sexual Harassment and Assault Response Prevention (SHARP) Program Manager and Staff Judge Advocate. He formally welcomed and introduced the newest member of the Board, Senator Chris Murphy, who was appointed in June 2015; welcomed Honorable Debra Wada, the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)); and thanked Congressman Steve Womack for his and his staff's assistance in reserving the room and sponsoring the meeting. LTG Caslen then reminded members of the requirement to be at meetings and the consequences of missing three consecutive meetings. He then shared the 2016 national college rankings from *Forbes Review*, which ranks West Point as one of the top institutions in the Nation, and discussed New York City engagements and the benefits this partnership has to West Point.

3. **CHAIRMAN'S REMARKS.** The Chairwoman, Ms. Brenda ("Sue") Fulton, thanked LTG Caslen for the introductions and introduced the Honorable Debra Wada.

4. **HON DEBRA WADA'S REMARKS.** Honorable Wada welcomed the opportunity to be at the meeting. First, she advised the Board that Congress's action on the budget for the next two years could cause some cuts across the services, which may or may not have an impact on West Point. She also commented that the Secretary of the Army is committed to ongoing efforts to address sexual assault and diversity in the Army and at West Point.

5. **ADMINISTRATIVE ANNOUNCEMENTS.** Colonel (COL) Wayne Green, USMA Chief of Staff, noted the last meeting of the Board of Visitors was held at West Point on July 20, 2015; a quorum was present and the Board of Visitors received updates on the Class of 2019 Admissions; Sexual Assault, Sexual Harassment Statistics, Sexual Assault Prevention and Response, Department of Defense (DoD) visit; Faculty Demographic Statistics; Faculty Operational Experience; Cadet Summer Training; Construction; and Budget.

6. **ROLL CALL.** A quorum of the Board was present. A list of attendees, annotated to reflect members arriving late or departing early, is appended to these minutes.

7. **BOARD BUSINESS.**

a. Monday, March 28, 2016 and Monday, April 4, 2016 were proposed as possible dates for the 2016 Spring meeting of the Board. The date of Monday, April 4, 2016, was approved by voice vote.

- b. The minutes from the July 20, 2015 meeting were approved.
- c. The Chief of Staff informed the Board that the 2014 Annual Report was finalized.

d. Ms. Fulton commended the Army Football team for its action at the opening of a November home football game; in the wake of terrorist attacks on Paris, an Army football player ran onto the field with the French flag immediately behind the player carrying the American Flag, while French exchange cadets stood on the field, one holding the Army flag while the others saluted. Ms. Fulton commented on how moving the images were, expressing our solidarity with our French allies.

8. OTHER BOARD BUSINESS.

a. USMA UPDATES.

(1) The Superintendent thanked Ms. Fulton for her comments and mentioned that during the parade before the game, the French national anthem was played in addition to the American national anthem. LTG Caslen then updated the Board Members on his vision and priorities. He touched on character development and noted that effective leadership is a function of both competence and character. He further noted that a competent leader with failed character results in failed leadership. He added that he has slightly modified his priorities:

(a) Leader Development. The new Chief of Staff of the Army (CSA) charged the Superintendent to develop and produce military leaders prepared to fight and win America's wars.

(b) Eliminate sexual harassment and sexual assault at West Point and build a climate that is inclusive.

(c) Develop a winning culture – not winning at all costs, but winning with honor.

(d) Build a more diverse organization that more accurately reflects the diversity of America.

(e) Force Protection. The protection of Cadets, staff and faculty, their families and guests is very important. Strides have been made to make access to barracks more difficult by installing Common Access Card (CAC)/smart card readers on, mess hall doors, and some academic buildings. Further, thanks to Army support, 15 armed contract guards have been hired to provide security, including around the Cadet area, where Cadets had previously stood guard.

(f) New York City engagements, a priority given to LTG Caslen by GEN Odierno, the former CSA.

(g) Finally, Beat Navy!

(2) LTG Caslen updated the Board on some key events that occurred between July and November, which included:

(a) The Oath of Affirmation taken by Juniors at the start the Fall semester, in which they formally join the profession of arms. (The start of their first class in that year incurs an Army service obligation).

(b) The graduation of the first two women from Ranger School, both USMA graduates; a third female USMA graduate, graduated Ranger School two months later.

(c) The National Conference on Ethics in America.

(d) The Nininger Award, an Association of Graduates (AOG) award, which recognizes a junior officer for his/her valorous efforts and combat.

(e) The Tunnel to Towers run, a 5-kilometer run in NYC, in which more than half of the Corps of Cadets participated along with 30,000 other runners.

(f) The second annual Parent's Weekend.

(g) A visit by former President Bill Clinton, invited by the Center of Genocide and Holocaust Studies.

(h) A SHARP inspection by the DoD Sexual Assault Prevention and Response Office (SAPRO).

(i) The Thayer Award presentation to actor Gary Senise, who actively supports veterans and Wounded Warriors.

(j) The annual SCUSA Conference, with keynote speaker Madeleine Albright, former Thayer Award winner.

(j) Participation by the Cadets and USMA Band in the NYC Veterans Day Parade.

(3) Institutional Rankings. The Superintendent informed the Board of institutional rankings for USMA:

(a) *Forbes* ranked USMA as the Number One Public College in America

(b) Princeton rated USMA's professors and faculty as the Most Accessible Professors in America.

(c) *U.S. News and World Report* ranked USMA as the Number Two Liberal Arts College and Number Three Best Undergrad Engineering Program in America.

(4) Strategic Offsite. The Superintendent then spoke about the strategic offsite that was held in August. The two-day event was intended to finalize the assessment of USMA's Strategic Plan, and develop the strategic actions for this academic year. Prior to the offsite, goal teams worked in small groups to develop a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. The Strategic Plan has seven goals:

(a) Develop the Corps of Cadets

(b) Inspire to Live Honorably and Build Trust

- (c) Develop Exceptional Intellectual Capacity
- (d) Sustain Professional Excellence and Develop a Culture of Winning
- (e) Leverage Diversity and Foster Inclusiveness
- (f) Build Effective Stewardship and Shared Governance
- (g) Attract, Recruit, Develop, and Retain a High Quality Staff and Faculty

Several strategic actions being implemented as a result of this Strategic Offsite are:

- (a) Implement the Cadet Character Development Program (CCPD)
- (b) Finalize academic freedom reconciliation with Army policy
- (c) Establish a Diversity Committee of Cadets, Staff and Faculty
- (d) Develop a Knowledge Management system

(e) Develop and implement a plan to integrate/monitor the general effectiveness and efficiency of committees and staff

(f) Develop and implement a plan to routinely monitor the effectiveness and strength of all Force Protection programs and policies.

Members of the Board discussed the Strategic Offsite, particularly as it related to character development. LTG Caslen elaborated on the Cadet Character Development Program. LTG Caslen then introduced Dr. Jean Blair, the Vice Dean of the Academic Board, to provide an update on accreditation.

b. Dean of the Academic Board Update:

(1) Dr. Jean Blair briefed the Board on the two different types of accreditations USMA seeks.

(a) The Middle States Commission on Higher Education (MSCHE) accredits institutions; in June, USMA submitted a Periodic Review Report (at the halfway point between decennial visits). In September, USMA responded to preliminary feedback and questions and anticipates no findings of concern.

(b) USMA is also subject to program level accreditation.

(c) Since the last Board meeting, USMA received formal feedback from ABET (Accreditation Board for Engineering and Technology) re accreditation for USMA's ten computing and engineering programs. Feedback was positive, with no recommendations for improvements.

(d) Upcoming program reaccreditations are due soon in the Geospatial Information Science program and in the Chemistry major.

(e) An NCAA accreditation team is also visiting in the near future.

(2) Dr. Blair highlighted Cadet involvement in Academic Individual Advanced Development (AIAD) opportunities. A little more than a thousand Cadets participated in AIADs in the US and abroad. About 720 were in the US, including Alaska and Hawaii, and 322 were international. She further discussed experiences of Cadets on AIADs to Peking University in China; a service project in Vietnam; and an AIAD at Walter Reed Army Medical Center, where Cadets shadowed surgeons and doctors.

c. Commandant of Cadets: The Commandant, Brigadier General (BG) John Thomson, covered several updates on Cadet Summer Training. BG Thomson briefed on:

(1) The "Third Lieutenant" program, wherein Cadets train as Third Lieutenants in the field, both in the US and worldwide. BG Thomson highlighted international training during which approximately 20 Cadets had the privilege to attend and provided examples: the Georgia Mountaineering School (in the country of Georgia); Chilean Mountaineering; Brazilian Mountaineering; and French Commando School.

(2) The Military Individual Advanced Development (MIAD) courses, attended by about 950 Cadets, with a 97 percent graduation rate. MIADs included the Combat Dive Qualification Course, Air Assault School, Survival Evasion and Escape School, Airborne School, and a Combat Qualification Course.

(3) Training at West Point, included Cadet Basic Training, Cadet Candidate Basic Training (USMA Preparatory School), Cadet Troop Leader Training, and Cadet Leader Development Training, some of which Board members had observed. Cadets also were involved in a Youth Impact Program, an Academic Leadership and Athletic Workshop conducted with the NFL's New York Giants. This two-week program served about 80 at-risk youth from Harlem and the Bronx. Most students traveled back and forth daily, though for the last few nights, they camped out at West Point. About a dozen or so Cadets participated in this program, and all found the leadership experience extremely valuable. BG Thomson noted that his program would likely not be repeated next summer, as West Point was chosen to host the Department of Defense Wounded Warrior Games.

(4) The new Air Assault School, recently installed on West Point's River Courts and used for the first time this past summer. Soldiers from the 101st Airborne Division directed the School, which trained approximately 700 Cadets as well as a number of faculty, Tactical (TAC) officers, medics from Keller Army Community Hospital, and even members of the USMA Band. The New Jersey National Guard provided helicopter support.

e. Director of Intercollegiate Athletics: Mr. Eugene "Boo" Corrigan, the West Point Athletic Director, updated the board on several topics.

(1) Mr. Corrigan highlighted top Cadets in Corps Squad athletics,, specifically Third Regimental Commander, Katie Holder, the leading scorer on the Women's Soccer team; and Kelsey Minato, a Women's Basketball player, who in about four days would become the all-time leading scorer in Men's or Women's basketball at West Point, and eventually be the all-time leading scorer in the Patriot League.

(2) Army West Point is currently at about 54 percent over Navy in all competitive athletics. In “Star” competitions, used to determine an overall sports “champion” among the academies, USMA’s current record over Navy is 4-2-1. For perspective, last year at this point Army West Point was at 1-7 versus Navy.

(3) Mr. Corrigan showed some early assessment of the rebranding of Army West Point’s logo: *USA Today’s* recent ranking of all logos across professional and college sports. The new Army West Point logo was overall the 12th best logo according to the site; among college sports logos, Texas was #1, Kansas #2, and Army West Point #3.

f. Admissions Update: COL Deborah McDonald, Director of Admissions, updated the Board on the Class of 2020, with initial class data for the first week of November. At the close of the cycle there will be 14,000-15,000 open applications. She noted that the Supreme Court will soon be hearing a case that addresses whether (and/or how) race should be a factor in college admission (in previous Supreme Court cases, the Court had ruled that race can be a factor in admissions, with some conditions).

(1) African-American applications have been flat over the past five years, however their acceptance rate has increased dramatically in the same period of time, due to strategic diversity initiatives. After a downturn in applications for the Class of 2018, applications for African Americans increased for the Class of 2019, and for the Class of 2020 there are about 1,400 applications from African Americans. While the increase of applications is good, it is important that USMA admits quality applicants and that those applicants complete their file. The Admissions Department has a calling program in place for diverse, or minority candidates, with persons of influence, e.g., Cadets, who reach out to candidates and encourage them to complete their files. There are also high school visitation programs and an aggressive use of Letters of Assurance, as well as the Leadership in Ethics Diversity Stem (LEADS) program for outreach.

(2) Applications from women have increased 38 percent, which is a large surge for the second year in a row. The elevation of Women’s Lacrosse to Division 1 may have played a role in the increased number of female applicants.

(3) Hispanic applications have increased 23 percent over previous years from 1,200 or 1,300 in recent years to 1,700 open applications for the Class of 2020.

Following the updates, Ms. Fulton asked if there was socioeconomic background information available and COL McDonald stated this was the first year this type of data was being collected as part of the admissions process. Mr. Archuleta commended COL McDonald for the increase in Hispanic applications, and in turn she thanked him for his recruiting efforts in this area.

g. Branching Update : On Thursday, November 19, the Firsties (Seniors) would be notified of their branch assignments. BG Thomson described the ritual of receiving and opening the envelope as a class. He also explained the branching process and how it has changed. USMA was given 983 branch slots and used about 971 of them. Seventy percent of the class would go into Combat Arms branches: Air Defense, Artillery, Armor, Aviation, Engineer, Field Artillery and Infantry. In the previous two years, 80 percent of the men and 20 percent of the women served in the Combat Arms. He noted that two women had chosen Infantry as their number one choice, however, Armor and Infantry still remain closed to women. This is the second year Cyber is a branch, with 15 slots, all of which were filled. Ms. Fulton asked if BG Thomson had any idea of how many women might have avoided Infantry and Armor because

they were new, and did not really want to be in a position to break that ground. BG Thomson stated he had no way to know. Ms. McNally asked if factors such as race, ethnic, and gender diversity played any role in the process; BG Thomson said they were not considered.

h. Intellectual Capital at West Point: Dr. Blair spoke a few minutes about the importance of scholarly activities and outreach in maintaining the intellectual capital of the Military Academy. The primary goal is to develop Cadets and develop their intellect and develop their mind. Participating in scholarly activities enhances their development as agile, creative and adaptive leaders. A secondary goal is to maintain excellent teaching in the USMA's classrooms. Fifty-sixty percent of academic instructors do not have a Ph.D., but their Master's degree not only deepens their professional development for future Army service, but enriches the classroom experience for Cadets. A final goal for participating in scholarship and outreach activities is to maintain West Point's reputation as the preeminent leader development institution in the world.

Dr. Blair went on to explain the process of developing and maintaining the programs of 21 different academic centers, who, among other things, solicit funds; identify timely and relevant projects for the Faculty; develop memoranda of agreements that can bring professionals who work in different organizations to West Point to help lead research efforts; and ensure USMA has faculty who engage in professional society service and higher education.

LTG Caslen thanked Dr. Blair for her update and noted that permanent professors return periodically to the Army for between three months and a year. These recently included COL Cindy Jebb, Professor and Head of the Department of Social Sciences, who spent the summer working in the Office of Security Cooperation in the Iraq Embassy, and COL Barry Shoop, Professor and Head of the Department of Electrical Engineering and Computer Science, who made significant contributions to the Army in Africa. LTG Caslen praised these officers, and others for the work they are doing in the field.

i. Strategic Outreach/New York City Engagements: The diverse culture in NYC enhances Cadet development in many ways. Additionally, many instructors present in NYC or teach classes while Cadets also participate in classes. Each of the 36 Cadet Companies are required to engage in or develop an outreach program to a 501(c)3 entity in NYC, with several engagements each semester, supporting food kitchens and pantries as well as other charities. The Athletic Department engages with the leadership of professional sports teams, such as the owners, coaches and managers. Recently, the owner of the NY Jets visited West Point and commended USMA for its development of Cadets. One of USMA's biggest strategic outreach players in NYC is the USMA Band, which plays numerous shows and venues in NYC. This year, the Band participated in the Veteran's Day Parade and a Christmas Show to be aired on Fox News. There are also partnerships with corporations in cooperation with our Public Affairs and media folks.

j. Construction Update: LTG Caslen gave a quick update on the Cadet Barracks Upgrade Program and construction of the new Davis Barracks. USMA is in the third year of barracks upgrade that should be completed in nine years. LTG Caslen expressed gratitude to Congress for their commitment to continue funding, and to the Department of the Army for ensuring the money programmed for this construction is not diverted. Scott Barracks was completed a year ago; one wing of MacArthur Barracks ("MAC Short") is almost complete, with only the "punch list" remaining. The contract for "MAC Long" has been awarded and construction has begun. The money for the design to upgrade Pershing Barracks was received in October and the design is being completed. The projected award date is May. Eisenhower Barracks will be the next to be renovated, with a projected start date sometime in 2018.

LTG Caslen showed photos of the completed rooms in MAC Short, brand new and upgraded for higher technology and force protection. The building now has chillers on the roof, so the rooms are air-conditioned. A time lapse video was shown of the construction of Davis Barracks over the last two years. It is scheduled to be ready for occupation in January, 2017.

k. SHARP Update: LTG Caslen reviewed the last Military Service Academy survey, given to Cadets in the spring of 2014 (see Appendix A). The survey is given every two years, and will be given again this year.

The 2014 results showed some positive results: a decrease in unwanted sexual contact, and an overall lower percentage of cadets reporting unwanted sexual contact than at the Naval and Air Force Academies. However, in the Academy's view, any incidence is too high.

92 percent of women and 45 percent of men reported experiencing sexist behavior, defined as "unwanted inappropriate comments of gender." Although all Cadets undergo training to prevent sexual assault and harassment, the training needs improvement. Many cadets, 42 percent of women and 48 percent of men, feel the training is slightly effective or not effective. Because of this, a new training program has been developed and is being implemented.

Bystander intervention data is encouraging: 92 percent of women and 91 percent of men reported that they intervened when confronted with a situation where an assault was about to occur.

At a previous Board meeting, Mr. Ethan Epstein had inquired as to why Yearling sexual assaults were higher after the "scramble" (when Cadets change companies). The Superintendent explained that some actions have been taken, but Yearling assaults are still the highest. To help fix the problem, the Cadets Against Sexual Harassment and Assault (CASHA) was launched in January, 2012. This program allows the Cadets to take ownership of sexual harassment and assault prevention. The program has been recognized across the Army, which instituted a similar program called "Not In My Squad," and by the "It's On Us" campaign, a White House campaign against sexual harassment and assault.

Other new initiatives include the introduction of the Cadet Character Development Program. This targeted intervention program provides upper class mentors for Yearlings after they "scramble" into new companies.

Members of the Board asked when the results of the 2016 survey would be available, and were told December, 2016, or January, 2017.

LTG Caslen also reviewed the number of reported assaults, "founded," "unfounded," and those where action was pending.

LTG Caslen reported on the Department of Defense's inspection of USMA's SHARP programs: prevention; investigation; accountability; advocacy; and assessment. USMA received both commendations and recommendations.

(1) The Prevention recommendations were already completed: ODIA social media footprint training; 21st Birthday card to promote responsible alcohol use on post; formalized CASHA small group discussions; and integrating sexual harassment and assault prevention into character development.

(2) Keller Army Community Hospital has an exemplary Advocacy program that is individualized and includes monitored self-care, and has been recognized by the Surgeon General of the Army.

(3) Accountability: USMA was encouraged to hire a SHARP Program Manager; Ms. Samantha Ross, a USMA graduate, was hired for this role.

(4) The team also recommended a Memorandum of Understanding (MOU) with Westchester Medical Center., However, USMA has an existing Tricare arrangement with the Medical Center, which will provide testing of rape kits when asked. Creating an MOU has the unintended consequence of stopping Westchester from providing care under the Tricare arrangement.

A SHARP Summit in September and was a significant opportunity for CASHA to take ownership of the program. Topics included sexist behavior, retaliation on social media, and best practices to prevent harassment and assault. One of the speakers was MG (R) John Shadley who was the Commanding General at Aberdeen Proving Ground during an infamous sexual assault scandal years ago; he has become an outspoken advocate of sexual assault prevention.

It was noted that at the upcoming Rutgers game, Cadets and Staff and Faculty would at some point display "It's On Us" tee shirts, worn under their uniforms.

LTG Caslen provided an update to recommendations made by Board members at the July Meeting of the BOV:

(1) Confidentiality for peers. There are conflicts between Army regulations and DoD Instructions (DoDI): Army regulations do not allow for this, but the DoDI does. This issue needs to be worked out through the Office of General Counsel to get permission to follow the DoDI.

(2) Peer counselors. There is a program in the summer, just for New Cadets through Cadet Basic Training, under the auspices of USCC's Center for Personal Development. A pilot program for the academic year is ongoing in the First Regiment; plans are to expand it next year.

(3) A survivors' group for Cadets. A program has been developed, staffed, and approved by BG Thomson. The pilot program began on November 19.

i. Budget Update: The Chief of Staff, COL Green, updated the Board on the budget. He highlighted USMA's year-to-year decline in funding 2012-2015, particularly the 2013 sequestration impact. He noted several organizational changes that impacted the downturn in 2013, including Cadet Mess operations being shifted to Installation Management Command, and the Center for the Army Professional Ethics to Training and Doctrine Command (TRADOC). The USMA budget for FY 16 is about 142 million, up from 127 million in 2014. With the addition of the Army Cyber Institute and the Office of Diversity, Inclusion, and Equal Opportunity, the budget would likely increase over the next few years. Cemetery upgrades are needed.

Unfunded requirements include: upgrades to Spellman Hall, the future headquarters for the Army Cyber Institute, due to health, safety and electrical issues; upgrades to the USMA Prep School Chemistry Department for the new Science Program; library resources such as access to a Civil Rights Archives; and many upgrades required in the academic buildings and ODIA facilities for safety, health, and electrical.

j. Plebe Pillow Fight Update: In August the Plebes celebrated the end of Cadet Basic Training (CBT) with a pillow fight. The pillow fight got out of hand, and leadership, both Cadets and Staff, did not take measures to reduce the risks. As a result, Cadets were injured. Two investigations were initiated: one by the Military Police to address any criminality that may have occurred; and an informal 15-6 investigation initiated by the Commandant of Cadets to determine culpability and responsibility. Both investigations were completed prior to the BOV meeting, however, the results were not shared until they had been briefed to the chain of command. The Board was informed that, based on the Military Police investigation, one Cadet was titled with "Assault, Aggravated Assault."

The investigations were thorough, 1,131 Plebes (90 percent of the Class) were questioned or filled out questionnaires. 197 sworn statements were taken from individuals who were not Cadets, such as TAC officers and TAC NCOs.

There were 27 injuries, including a Cadet who dislocated a shoulder. Prior to the incident this Cadet had been scheduled for surgery, and when he began swinging his pillow case, his shoulder gave out. Another Cadet, who had a bloody nose, was wearing a helmet to mitigate a concussion incident; however, apparently the helmet was not strapped on correctly, because it crushed his nose. One Cadet had a hairline fracture on his cheek, possibly caused by running into another Cadet's elbow. Based on the "Zurich protocol" for concussions, USMA diagnosed and treated 24 concussions; these Cadets exhibited any of one of 22 symptoms in the protocol. The Superintendent mentioned the following symptoms, to help the Board understand this specific definition of concussion:

- (1) Headache
- (2) Nervous or anxious
- (3) Neck pain
- (4) Nausea
- (5) Dizziness
- (6) Blurred vision
- (7) Sadness
- (8) Irritability
- (9) More emotional
- (10) Trouble falling asleep
- (11) Sensitive to light
- (12) Sensitive to noise
- (13) Feeling slowed down
- (14) Feeling like you're in a fog
- (15) Fatigue or low energy
- (16) Difficulty remembering
- (17) Difficulty concentrating

Recommendations from the investigations included ending pillow fights, a decision which had already been made. Administrative action would be taken on Cadets who behaved improperly, and the Commandant will conduct leadership sessions to review what should have been done to prevent injury.

The Command reviewed the 15-6 investigation and took additional actions and which the Superintendent will review. LTG Caslen took full responsibility, and will speak to all of the Cadet

classes at the beginning of the second semester to review the lessons learned, and the importance of keeping the public trust.

k. **Concussion Update/Grand Alliance:** USMA is partnered with the NCAA and the White House in what is called a “Grand Alliance.” This Alliance will conduct a longitudinal study of concussions. Part of this is to baseline Cadets, so that when a concussive event occurs, physicians can determine the extent of the injury compared to the individual’s baseline. The study will also review the treatment of concussed individuals and how quickly each returns to baseline. It is not only a study of treatment, but also a study of prevention.

West Point will establish baselines for all Cadets, and has baselines for 3,600 Cadets so far. LTG Caslen briefed the Board on exhaustive safety measures taken in Boxing classes, dispelling the myth that appeared in the *New York Times* that Cadets are “thrown” into a boxing ring for an all-out brawl. Compared to the Air Force and Navy, USMA’s numbers are high; however, USMA has more athletic trainers than Air Force or Navy, and uses a more comprehensive protocol in determining when a Cadet has suffered a concussion. When trainers see an incident and identify the symptoms, the data is entered into a spreadsheet. This is a very aggressive program that identifies Cadets who may have been injured so they can be treated properly.

LTG Caslen shared the incidence of concussion from boxing, which men must take, and combatives, which women take, for Academic Years 2010-2015. The incidents of concussion are higher in combatives than in boxing. Meanwhile, one of the top causes of concussion is free time activity.

Finally, LTG Caslen linked the issue of leader development with the necessity for tough physical training. USMA is responsible for producing leaders who will fight and win America’s wars. The Leader Development model consists of intellectual, military, character, and physical components. The Navy and Air Force, who tend to fight battles on the oceans or from 30,000 feet, while the Army fights battles on the ground, in the worst conditions, in the most brutal aspects of combat. Boxing is the only event at West Point that pits one Cadet against another in full body contact. The significance is the fear, trepidation, and anxiety it creates in the Cadet, knowing he is going into a full body contact event and will be struck in the face – a situation which many Cadets have never faced.

Ms. Fulton questioned the Superintendent whether the Boxing program would continue at West Point, and if there was a decision making process. LTG Caslen did not have a timeline when a decision would be made. She then asked approximately how many days of class were missed due to concussions. COL Holly West, the USMA G5, explained that there was no way to determine the medical reason a Cadet misses class, because when a Cadet misses class due to medical reasons, the absence is only marked in the records as “MED.” Ms. Fulton expressed her strong opinion that the benefits of building physical courage and confidence should be provided equally to both men and women; that if boxing is required, it should be required of both men and women in the same class. She noted that both the Naval Academy and the Air Force Academy include women in boxing classes.

9. REMAINING BOARD BUSINESS.

None.

10. ADJOURNMENT. There being no further comments, and a quorum no longer being present due to the departure of all Congressional Members of the Board, Ms. Fulton adjourned the meeting at 4:20pm. This concluded the November 16, 2015 Fall Meeting of the USMA Board of Visitors.

Certified by:


BRENDA SUE FULTON
Chair
USMA Board of Visitors


DEADRA GHOSTLAW
Designated Federal Officer,
USMA Board of Visitors

Appendices:
A. 2014 MSA Survey Slide
B. Attendance Roster

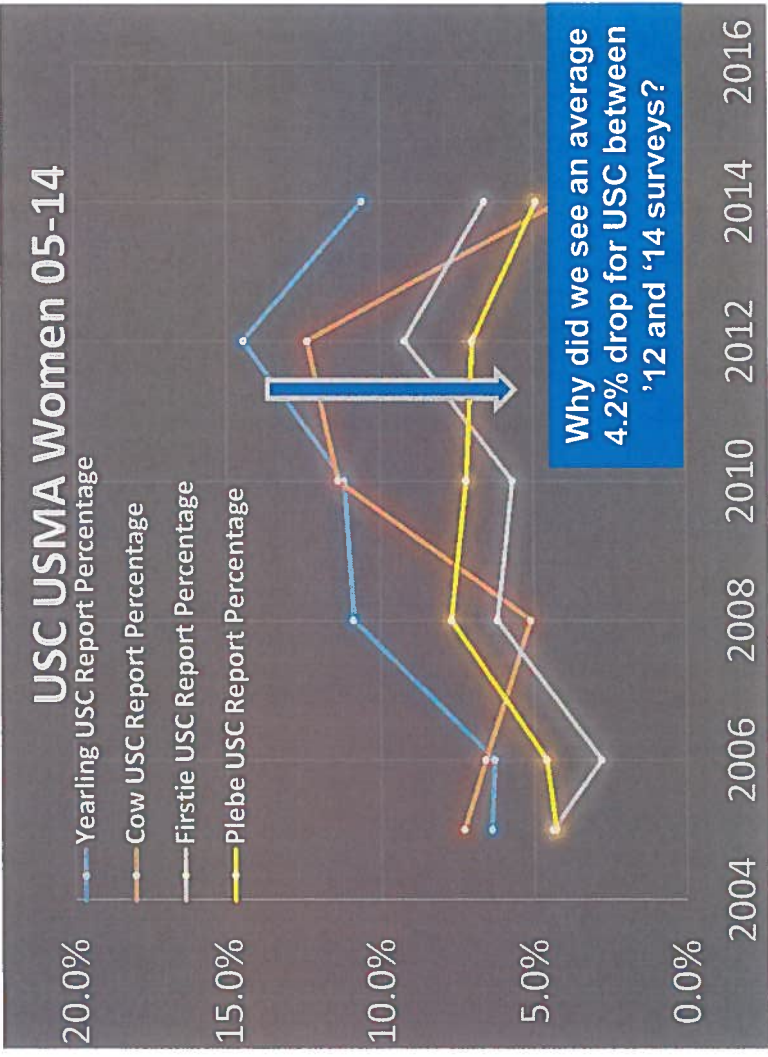


MSA Survey

- '05-'08 Surveys: USC contact was a two item question:
 1. Was there completed or attempted sex
 2. Was it without consent
- '10-'14 Surveys: USC contact question changed to mirror Article 120/121 UCMJ language
 - Junior and Yearling women have historically been most vulnerable classes
 - SH reports increased between '12-'14
 - '12-49%; '14-55%

12-14 USMA SHARP Initiatives

- Jan 12 - CASHA Program Launched
- Leadership emphasis – Superintendent's #1 Priority
 - Eliminating Sexual Harassment & Assault
- Leadership direct engagement with CDTs on the topic
 - MSA results provided by SUPT, COMM, Dean
 - Gettysburg Staff Ride
 - Club Culture review
- Summer 13 Leadership Response to SHARP & CMD Climate Incidents
- Pendulum swing to "gender avoidance"
- Sexual Assault Awareness integrated into core curriculum
- Increased focus on educating entire on the continuum of harm (SH---SA)
- Pre-command training for TACS
- Alcohol awareness/responsible use education



ATTENDANCE ROSTER

Congressional Members:

Senator Richard Burr	Arrives 1:26	Departs 3:21
Senator Joni Ernst		Departs 4:20
Senator Chris Murphy	Arrives 2:00	Departs 3:05
Congressman Steve Womack		Departs 4:19
Congressman Steve Israel	Arrives 1:23	Departs 3:07
Congressman Mike Conaway	Departs 2:55	Returns 3:40
		Departs 4:20
Congressman Mike Pompeo		Departs 4:03

Presidential Appointees:

HON Bob Archuleta			
Ms. Sue Fulton			
Mr. Patrick Murphy	Arrives 1:06	Departs 2:09	Returns 2:43
Ms. Liz McNally			
Mr. Ethan Epstein			
HON Gerald McGowan			

The following members were absent:

Senator Kirsten Gillibrand
Congresswoman Loretta Sanchez

Based on the BOV attendance, a quorum was present.

Other attendees:

HON Debra Wada, Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA))
LTC Stephen Ledbetter, XO to ASA(M&RA)
MAJ Adam McCombs, SAFM-BUL
MAJ Iven Sugai, OCLL

USMA Command and Staff Members in Attendance:

LTG Robert L. Caslen, Jr., Superintendent of the United States Military Academy
COL Wayne A. Green, USMA Chief of Staff
LTC William D. Voorhies, Superintendent's XO
MAJ Terry N. Hilderbrand, Superintendent's Aide de Camp
CSM David M. Clark, USMA Command Sergeant Major
LTC Channing M. Greene, Jr., Secretary of the General Staff
Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff and DFO
Mr. Jeffrey Reynolds, Chief of Protocol/Alternate DFO
BG John Thomson III, Commandant of Cadets (USCC)
Mr. Eugene Corrigan, Director of Intercollegiate Athletics
COL James Robinette, Staff Judge Advocate
SFC Joel Figueroa, Superintendent Communications NCO
COL Deborah McDonald, Director of Admissions
COL Holly West, USMA G5
COL Gerald Kobylski, USMA Deputy G5
Dr. Jean Blair, Assistant Dean of the Academic Board

LTC Christopher Kasker, Public Affairs Officer
Ms. Samantha Ross, SHARP Program Manager

Additional Members of Congress/Invited Guests:

Congresswoman Robert Wittman, Chair, USNA Board of Visitors

Legislative Assistants:

Mr. Steve Curtis (SEN Burr)
Mr. Alec Johnson (SEN Murphy)
Ms. Moran Banai (SEN Gillibrand)
Mr. Jabari White (SEN Ernst)
Ms. Annie Yea (REP Sanchez)
Ms. Jessica Schwartz (REP Israel)

Members of the Public: