

MINUTES  
BOARD OF VISITORS FALL MEETING  
December 3, 2014  
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. **CHAIRMAN'S REMARKS.** The Chairman, Congressman John Shimkus, called the meeting to order at 1330. He also announced that Mr. Ethan Epstein was appointed by the President, in July, to replace Major General Errol Schwartz.
3. **ADMINISTRATIVE ANNOUNCEMENTS.** Meeting packages included the agenda, and briefing slides, the renewed Charter, dated November 16, 2014 and an executive summary regarding a football recruiting incident, which occurred on January 25, 2014 .
4. **ROLL CALL.** For the record, a quorum of the Board was present. A list of attendees, annotated to reflect members arriving late or departing early, is appended to these minutes.
5. **SUPERINTENDENT'S REMARKS.** Lieutenant General (LTG) Robert L. Caslen, Jr., USMA Superintendent, made brief remarks and spoke about the agenda for the meeting. LTG Caslen introduced the members of the USMA Staff that were present at the meeting, and thanked all the members of the Board for attending. He then welcomed Mr. Ethan Epstein to the USMA Board of Visitors.
6. **MR. STAMILIO'S REMARKS.** Mr. Stamilio, the Deputy Assistant Secretary of the Army for Manpower and Reserve Affairs for Civilian Personnel and Quality of Life, thanked the members of the Board for their service and commitment to the Board. Mr. Stamilio noted the challenges faced today at a national level which requires leaders of character, and how critical these leaders are to the future of the Nation. He stated he believes it is critical to support West Point, an institution that builds leaders of character. Further, he looked forward to hearing about the work LTG Caslen has done and on continuing to make improvements to build those leaders.
7. **BOARD BUSINESS.** Congressman Shimkus discussed the date of the Spring Board of Visitors meeting and proposed March 30, or April 10, 2015, at West Point, with the first choice being March 30, 2015. The Board of Visitors Summer meeting minutes were approved. COL Green then did a roll call, and determined a quorum was present.
8. **OTHER BOARD BUSINESS.**
  - a. **USMA UPDATES.** LTG Caslen, USMA Superintendent, presented updates to the Board members. Topics included the a review of the Football Recruiting incident that occurred in January 2014, the Superintendent's priorities, which include eliminating sexual harassment and assault, develop leaders so they live honorably, diversity, leader development and finally, to Beat Navy! LTG Caslen went over some key events since the last Board of Visitors meeting, including the inaugural Army Profession Symposium, hosted at West Point, by the Chief of Staff of the Army (CSA) for all two, three, and four star Generals in the Army, strategic planning off-

site in New York City; the Four Star Conference, first Sexual Harassment and Assault Response Program (SHARP) summit; ABET accreditation for engineering at West Point; 29<sup>th</sup> Annual Conference on Ethics in America; Alonzo Cushing posthumously receiving the Medal of Honor for his actions in Gettysburg at the Iron Triangle on the third day in the middle of Pickett's Charge, during the American Civil War; and finally, Branch Night.

LTG Caslen then discussed, at length, an incident which occurred on January 25, 2014, during a Football Recruiting event, which made national news. LTG Caslen explained how recruiting visits are scheduled as well as what events the recruited athletes participate in. In this particular incident, on Saturday, January 25, 2014, day two of a three day recruiting visit. After a dinner, recruits and their Cadet hosts got on a bus and went 27 miles to the Palisades Mall, and went to a bowling alley where alcohol was served without checking IDs. There was no supervision such as coaches, or officer supervisors, nor was the bus trip put together with trip accountability, which was a violation of West Point rules, but had not been enforced for about three years. Since this particular trip, these rules have been put back into place. The football players, some other recruits and a couple of other cadets wound up drinking under age and some Cadets provided alcohol to the recruits. Further, female Cadets were invited to attend to show that 'there are pretty girls at West Point.' Specific National Collegiate Athletic Association (NCAA) violations included having a police escort the bus with recruits and Cadet Hosts to go on the Palisades Parkway, which prohibits large vehicles without police escort. Second, Cadets gave away their cash to the recruits: The NCAA authorizes each Cadet Host \$40.00 for incidentals for their recruit, but can't give their recruits the cash; and the third violation was a Cadet using the authorized \$40.00 to purchase apparel for their recruit, which is specifically prohibited by the NCAA. The timeline of this incident and its being brought to the attention of the USMA Command Group was as follows: The incident occurred on January 25, and then between January 27-31, some Instructors heard about the incident based on Cadet discussion in their classes and those instructors notified the Officer Representative, COL Edward Naessens. COL Naessens notified the Athletic Department, Athletic Director, and Football Coach about it on the 31<sup>st</sup> of January. The Athletic Department started an investigation and more discussion takes place in the month of February and on February 24, after additional discussion, reported what the internal investigation findings were. On February 28, the Officer Representative, COL Naessens, notified the Commandant, Brigadier General John Thomson III, which was the appropriate level for adjudication of any possible misconduct or disciplinary action that might need to be taken. BG Thomson initiated an investigation based on AR15-6, and an investigating officer was appointed in mid-March. His investigation was completed in just over a month, at the end of April. After the legal reviews in mid-May, the Athletic Department began notifying the Patriot League and then the final adjudication of the 15-6 investigation takes place and is signed by the Commandant in June 2014, after the Corps of Cadets had been sent on their summer assignments. Three local General Officer letters of reprimand were handed out by LTG Caslen to COL Naessens for not immediately reporting the incident to the Athletic Director and Commandant; Lieutenant Colonel Greene, for organizing the trip without proper authorization or supervision, and COL Davis for making the "pretty girls" comments to female Cadets. In taking this action, LTG Caslen found their acts were not 'willful misconduct' but acts of neglect or inappropriate choice of words. The Cadets involved took responsibility for their actions and received various penalties, including but not limited to, punishment tours, withdrawal of privileges, reduction in rank, restriction to barracks, writing a reflective essay, etc. The NCAA acknowledged the violations. The Athletic Director gave Letters of Admonishment to the Head Coach, the Recruiting Coordinator Coach, and the Compliance Officer. All had retraining on the NCAA rules of education.

Ms. Laurie Barone, the Sexual Assault Response Coordinator for USMA briefed the Board members on the SHARP Program and the Cadets Against Sexual Harassment/Assault (CASH/A) program. She explained these programs are becoming part of the USMA Strategic Plan, and pointed out that in addition to the focus on cultural changes, prevention of sexual assault and harassment are part of the strategic plan, not only in terms of SHARP, but also in terms of dignity and respect, because USMA has to get the Cadets to understand they will be our future leaders. One of the challenges facing USMA with each incoming class is the numerous backgrounds of the Cadets. The challenge is to engage leadership and ensure cultural change among the new Cadets; not only those from all across the United States, but also foreign Cadets from very diverse backgrounds. Ms. Barone showed the Board members the "It's On Us" campaign tee shirts, which were debuted at the Army vs. Air Force football game in November. During this game, Vice President Joe Biden sent out a tweet, on Twitter about the USMA Cadets wearing the tee shirt to "...tell the world that 'It's on Us' to stop the sexual assaults". Ms. Barone then discussed the President of the United States' report on sexual assault that would be coming out possibly within the next few months, which the Board members would like to see. Ms. Barone further discussed how the SHARP program and CASH/A are continuing works in progress, that there will never be perfection. However, in her opinion, we are winning the battle of sexual harassment and assault. She went on to discuss the CASH/A program, which is a grass roots program, and the progress the Cadets have made. The program was established two years ago and was initiated by Cadets. They help with the training of the education both internally to the Cadet Companies and to Academy leadership. Education on preventing sexual harassment and assault is taught through SCPME (Simon Center for the Professional Military Ethic (PME)), PME 2, and CASH/A representatives get together semi-annually to determine what education they would like to focus on for that semester.

**\*NOTE\*** Congressional Members of the USMA Board of Visitors departed in order to cast votes in the House and Senate; no quorum is present, however discussion continued but no votes by the Board were held.

Ms. Barone then gave the Board an update on West Point's second annual SHARP summit, held on September 18-19, 2014. All of the Service Academies, including the Merchant Marine Academy and Coast Guard Academy, were there in addition to Navy and Air Force. During this summit, the "It's on Us" campaign was introduced as well as a pledge online to help prevent sexual assault and harassment. Finally, Ms. Barone briefed the Board members on bystander intervention, which was also part of the SHARP Summit, and included a panel of survivors; three of whom were Cadet survivors of sexual assault, and one who was a bystander and urged a victim to come forward. Their stories were powerful and had an effect on all who heard them speak. Two of the key initiatives of the "It's on Us" campaign includes a healthy masculinity program, which the CASH/A team is engaging Indiana University to get some lessons learned from their program on healthy masculinity, which they've taken the lead on in the country; and the second is focusing on a "positive consent campaign" in which the Cadets developed a pamphlet that she passed around to the Board members, with three items being emphasized: 1) Don't listen for "no" but hear "yes," 2) Prior consent doesn't equal "yes" now, and 3) Lack of "no," just because you don't hear it, doesn't mean "yes."

The floor was handed back to LTG Caslen to discuss USMA's strategic plan, which contains seven strategic objectives. Objective number one is to develop the Corps of Cadets as USMA is a leader development institution, including developing leaders intellectually, physically and through character. Objective number two is to inspire, to live honorably, and build trust. The third objective is to ensure leaders who graduate understand the culture within whatever

environment they go into. This is important due to the significant contribution of ground forces in the last 13 years of war. The fourth objective is to develop exceptional intellectual capability. The fifth objective is to develop a culture of excellence and a culture of winning (winning honorably, not winning "at all costs"), not mediocrity. The sixth objective is leveraging diversity in fostering inclusiveness. It is very important for the Army to represent America across all demographics. The seventh and final objective is to build effective stewardship and shared governance at USMA.

BG Timothy Trainor, the Dean of the Academic Board then provided an update to the Board members on the ABET accreditation and the ongoing accreditation by the Middle States Commission on Higher Education (MSCHE). USMA gets accredited by several sources – athletic programs are accredited by the NCAA; while academic, major level and program-specific accreditation is done through different agencies; and finally USMA is accredited as an overall university. Recently, USMA went through a re-accreditation process of USMA's Engineering and Technology majors – a total of 10 specific majors were accredited by ABET, the leading organization that accredits Engineering and Technology programs both nationally and internationally. USMA is now focusing on re-accreditation by MSCHE. While USMA is currently accredited, the process for re-accreditation is a ten year review process required to maintain accreditation for USMA (and other institutions of higher education). MSCHE's last visit was in 2009 that led to re-accreditation in 2010. The next major effort in the re-accreditation by MSCHE is for USMA to submit a Periodic Review Report (PRR), which is due June 1, 2015 and USMA should meet this deadline. MSCHE looks at things such as strategic planning, resource allocation, and means to get renewal and focus on the institution's level of institutional resources, how well an institution assesses what they're doing, on an institution's general education program and how well an institution is doing in assessing student learning. In total there is a set of 14 standards, which are encapsulated into these areas. BG Trainor fully expects USMA to be green for everything by the time the PRR is submitted in June 2015. The area most in need of updating was in terms of USMA's strategic planning, which is why LTG Caslen emphasized the Strategic Plan to Board members earlier. The PRR is signed off by the Secretary of the Army, so USMA will submit a draft of the PRR in February 2015 to the Director of the Army Staff for review prior to the final version being signed in April by the Secretary of the Army. Some comments, from observations from one of the 12 evaluators that came to USMA in September 2014 include, "Best programs they've seen" and that "USMA is in good shape in its Engineering Technology approach," and USMA expects no issues going forward with the PRR submission in June 2015.

LTC Timothy Viles, attending the meeting for COL Deborah McDonald, Director of Admissions, provided the Board with an Admissions update and snapshot of the incoming Class of 2019. Currently, three demographics look stronger than last year: Women, African Americans and Hispanics. The Class of 2018 was a record year for admission of both Women and African Americans. The targeted class size for 2019 is 1,232, emphasizing on talent and diversity. There was then some discussion regarding the definition of what a "scholar" is, as well as recruiting athletes and whether Alumni could make contact with athletes, or if it would be a violation to do so. The Members were advised that should they come across an athlete they believe should be recruited, the student's name and other contact information, including the school they attend should be provided to USMA's Athletic Department.

COL Nick Mauldin, attending the meeting for Mr. Eugene "Boo" Corrigan, Athletic Director continued the conversation by explaining how USMA and the Directorate of Intercollegiate Athletics (ODIA) recruits athletes and informed the Board that neither they, nor Alumni, should actively try to recruit athletes, as it is a violation of NCAA rules. They should contact the Athletic

Department at USMA about the student and allow USMA to recruit the athletes. The recruiting tool used by USMA, which USMA pays for, is a national-based recruiting tool done by professional scouts. Players are all ranked in the high school system in almost every sport. COL Mauldin also encouraged alumni to send in any information they may have on an athlete they believe should be recruited, but may have been overlooked, as the database used by ODIA is primarily coming from Tier One high schools in larger scale and metropolitan areas. COL Mauldin used, as an example, USMA's Football program has three permanent recruiters – that is all they do – they receive leads from various sources and do the research on whether or not the athlete will make a quality Cadet Candidate.

**\*NOTE\*** Two Members of Congress returned to the meeting, and a quorum was present.

BG John Thomson III, the Commandant of Cadets briefed the Board members about Branching, which is when Firsties, or Senior Cadets learn what Branch of the Army they will be going into. The process USMA uses is a talent based branching model and is in its third year. This year, 1,016 Cadets in the Class of 2015 participated. 24 Cadets did not participate as they will be going to Medical School after graduation. 15 of these Cadets have already been accepted to Medical School and seven Cadets are cross-commissioning into another branch of the Armed Services. While many Cadets received their first choice for Branching, several did not, for various reasons. BG Thomson recounted a Cadet whose first choice was Infantry, however he had not done well on his Army Physical Fitness Test (APFT) and Infantry's number one criteria is to be physically fit. This Cadet's second choice was Signal Corps, and he is a Computer Engineering major. The branch, Signal Corps, was very interested in him, and this Cadet's second choice was Signal Corps, so it worked out well in this particular Cadet's branching. The Branching Board is a voting board, and the Commandant is the President. The four other voting members include a representative from HQ Department of the Army G-1 (Personnel), and three other Colonels. The Commandant and four Colonels go through the Board for two weeks. 80 percent of the Class of 2015 Cadets received their number one choice, while 96 percent received one of their top five choices. This year there were 17 branches, because the Army added a Cyber Branch. Women are now eligible to go into 15 of the Branches, as Infantry is not open to them. Upon graduation, 15 Cadets will directly commission into Cyber Branch. One requirement USMA had to meet was 70 percent of the class had to branch in the Combat Arms, which is the five branches of Infantry, Armor, Field Artillery, Aviation, and Air Defense, as well as the Engineer Branch, which is consistent across the Army for Lieutenants. The rule used for Combat Arms branching was 80 percent were men and 20 percent were women. Of the 166 women that USMA branched, 78 of them are going into Combat Arms. In January, 2015, the Secretary of the Army will make a decision about doing a Ranger assessment in April, and have women in Ranger School. Across the Army, 31 women have been selected to serve as mentors and advisors; they'll observe and are currently going through the training. Currently there are 13 women graduates from USMA, between the graduating class of 2004 and 2014; three of them are currently on the USMA Staff & Faculty. BG James Rainey was at West Point the week prior to the USMA Board of Visitors meeting. Although he didn't graduate from USMA, he is the Commandant of the Infantry School and gave a session about Ranger School that was open to the entire Corps of Cadets. BG Thomson provided an update to adopting a Branch Assignment process. While USMA can't get ahead of the Department of the Army, it is likely that by August or September 2015, a decision will be made to open up Infantry and Armor to women.

COL Landy Dunham, Commander of the US Army Garrison-West Point, gave an infrastructure update at West Point. He started with the military construction (MILCON) projects. He briefed the Board on the Cadet Barracks construction and renovation and the Waste Water Treatment Plant, which are part of the FY16 special consideration. COL Dunham also briefed the

members about the FY18 insert for the Multipurpose Academic Center, as well as the decision to remove Camp Buckner from the MILCON project list. The next topic was the Cadet Barracks upgrade program. Scott Barracks has been completed, and renovation was started on MacArthur Short a little late due to a protest of the contract award, which took an additional 90 days to resolve. MacArthur Long will be the next renovation and is scheduled to begin on/around August 2015. The new Cadet Barracks construction is on schedule, and is approximately 21 percent complete. The building is now going vertical; it will be energy efficient with triple-pane windows and LED (light emitting diode) lights. The Waste Water Treatment Plant construction was discussed next, and currently there is 70 million dollars in funding in the FY17 MILCON Program for its renovation. The current Waste Water Treatment Plant was built in 1954. The new Plant will cut down on pollution and the fees and violations associated with that pollution, and will be safer for the employees who will work there. COL Dunham then went on to the electricity grid challenge. The current system has no redundancy and USMA continues to stress the current system, so there is a need for redundancy. USMA received advice and are working a partnership between the Huntsville Engineer, the Newark District Corps of Engineers, together with the Orange and Rockland Utility Company. Finally, COL Dunham provided an update to Phase Two of the Academic Science Center project. Phase Two Alpha is complete, and Phase Two Bravo is on schedule, with about 80 percent complete. The expected completion date is April 29, 2015.

Ms. Brenda Sue Fulton, Vice Chair of the Board of Visitors, briefed the Board about her visit to a meeting of the US Air Force Academy Board of Visitors meeting in October 2014. Her goal in attending this meeting was to make recommendations on improving the USMA BoV's operation to be more effective and efficient. The first observation was that the USAFA BoV has more discussion with fewer slides and meet in a much smaller venue than the USMA BoV normally does. The USAFA BoV has standing topics and a standard structure of meetings. The Chair of the USAFA BoV manages a spreadsheet and issues a tracker that tracks old and new issues to fruition. She mentioned that the USAFA BoV meets quarterly and have regularly has a portion of the meeting closed to the public where the USAFA Academy Superintendent briefs specific disciplinary issues. FI 36-3502 (Air Force Instruction 36-3502, Performance Measurement Program for United States Air force Academy) prescribes metrics for the Air Force Academy. Other Service Academies do not have a similar instruction or regulation, but have certain metrics they pull from those metrics to present to the Board. Some metrics Ms. Fulton wished to discuss could help meetings go more smoothly and make it a little easier for the Superintendent's staff. The biggest question of interest, of her observations over the past couple of years is, "is the Academy fulfilling its mission to deliver a diverse group of capable, honorable, motivated junior officers to the US Army." What is the value the Academy offers to the country above delivering honorable Second Lieutenants to the Army? She also spoke about a center for excellence for leadership and cyber warfare as well as the concept of honorable living. Ms. Fulton then discussed a proposed battle rhythm for the Board of Visitors, which recognized that it is difficult for Members of Congress, during an election cycle in even years to come to West Point between September and November. She suggested going back to four meetings per year, as opposed to the current three meetings per year-in even years(two at West Point and one in Washington, DC and in odd years, one in West Point and two at Washington, DC). The first quarterly meeting to be held in Washington, DC; the Summer, or second quarterly meeting held at West Point; a third quarterly, or Fall meeting held at West Point; and the final meeting held in December, at Washington, DC. The first meeting would be the organizational meeting, the next two meetings would be to observe Cadet Summer Training and Academics, respectively, and the final meeting to tie up loose ends and discuss the Annual Report. She discussed metrics the Board could review including the academic curriculum, branch reporting, diversity, admissions metrics including applications and attrition, education

and training, honor cases, sexual harassment and assault, etc., to name a few. Ms. Fulton then proposed to work with the Superintendent and his staff to create a tracker that can be used in between meetings that capture recommendations from the Board. This was the first of five recommendations, and a Board member requested to hear the other four recommendations. The second was to schedule four meetings in 2015 rather than three, and then look at a subset that would be to have the first meeting in Washington, DC and the next two at West Point; the third, which she asked for the Superintendent's opinion on, is whether it's important for the Board to have a briefing on disciplinary issues during a closed session; fourth would be on the metrics; and fifth would be putting on the future agenda the questions of how the Board addresses the value of USMA to the country and how the Board should assess or support those ideas. The members of the Board discussed Ms. Fulton's recommendations and requested input from the Superintendent prior to making any decisions on the recommendations before the Board. The Board members debated Ms. Fulton's recommendations at length and then recommended that two dates for the next two meetings be proposed at the next meeting, in March. The motion was seconded and approved.

Congressman Shimkus provided the closing remarks to the Board of Visitors meeting by announcing that he had been honored to be Chair of the USMA Board of Visitors in 2014, however he had decided he would likely not return to the Board of Visitors. He stated he appreciated what the Academy does for the Nation and looked forward to assisting the Academy if asked to do so, and finally, entertained a motion to adjourn. The motioned was seconded and was unanimously passed.

**9. REMAINING BOARD BUSINESS.** None.

**10. ADJOURNMENT.** There being no further comments, Congressman Shimkus adjourned the meeting at 1645. This concluded the 3 December 2014 Fall Meeting of the USMA Board of Visitors.

Certified by:



CONGRESSMAN JOHN SHIMKUS  
Chairman  
USMA Board of Visitors



DEADRA GHOSTLAW  
Designated Federal Officer,  
USMA Board of Visitors

Appendix:  
Attendance Roster

**ATTENDANCE ROSTER**

**Congressional Members:**

Senator Kirsten Gillibrand	Arrived 1345	Departs 1443
Senator Richard Burr	Arrived 1353	Departs 1500-Votes
Congressman Steve Israel	Arrived 1349	Departs 1444-votes
Congressman Mike Conaway		Departs 1444-votes
Congressman John Shimkus		Departs 1444-votes
Congressman Steve Womack		Departs 1444-votes

Congresswoman Loretta Sanchez	Arrived 1339	Departs 1444-votes
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**Returned from Voting:**

Congressman John Shimkus	Returned 1526
Congressman Mike Conaway	Returned 1551

**Presidential Appointees:**

HON Bob Archuleta  
Ms. Brenda Fulton  
Mr. Travis Morrison  
Ms. Liz McNally  
Mr. Ethan Epstein

\*NOTE: From 1500 until the return of Congressman Shimkus at 1526, no quorum exists, but discussion continued; the announcement of a quorum being present was made after Congressman Conaway returned at 1551.

**The following members were absent:**

Senator Mary Landrieu  
Mr. Patrick Murphy

**Other attendees:**

Congresswoman Ann Wagner – Missouri (1355-1605)  
Mr. Anthony Stamilio, Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)) for Civilian Personnel and Quality of Life  
MAJ Tracy Michael, OCLL  
MAJ Matthew Kelly, SAFM-BUL

**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 Jeffrey Powell, Superintendent's XO  
MAJ Andrew Marsh, Superintendent's Aide de Camp  
Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff and DFO  
Mr. Jeffrey Reynolds, DSI Executive Officer, Alternate DFO  
Ms. Jennifer Clark, USMA G5, Manpower  
Mr. Joshua Pomeroy, Special Projects Officer, SGS  
BG John Thomson III, Commandant of Cadets  
BG Timothy Trainor, Dean of the Academic Board  
Ms. Laurie Barone, Sexual Assault Response Coordinator  
LTC Timothy Viles, Directorate of Admissions  
COL Landy Dunham, Commander, US Army Garrison-West Point



COL James Robinette, Staff Judge Advocate  
Dr. Donald Outing, Chief Diversity Officer  
COL Nick Mauldin, Directorate of Intercollegiate Athletics  
Mr. Charles Thompson, Plans, Training, Mobilization and Security (A/V Support)  
Mr. Scott Blair, Plans, Training, Mobilization, and Security (A/V Support)

**Legislative Assistants:**

Ms. Moran Banai – Senator Gillibrand  
Mr. Robert Palladino – Senator Gillibrand  
Mr. Tucker Brooks – Senator Burr  
Mr. Will Harriss – Senator Landrieu  
Ms. Adrielle Churchill – Rep Womack  
Mr. Jim Goldenstein – Rep Shimkus  
Ms. Annie Yea – Rep Sanchez  
Ms. Jessica Schwartz – Rep Israel  
Mr. Matthew Russell – Rep Conaway  
CPT John Weibeld – Senator Burr

**Members of the Public:**

Mr. Greg Matthieson  
Ms. Priscilla (Pat) Locke  
Ms. Toyin Rose  
Mr. James Williams