

MINUTES  
BOARD OF VISITORS ORGANIZATIONAL MEETING  
March 31, 2014  
WEST POINT, NY

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 1341. He welcomed the Board's newest member, Senator Kirsten Gillibrand, and said goodbye to Senator Jack Reed, who stepped down from the Board of Visitors at the end of his term in December 2013.
3. **ADMINISTRATIVE ANNOUNCEMENTS.** Meeting packages included the agenda, and briefing slides.
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.** LTG Robert L. Caslen, Jr., USMA Superintendent, made brief comments.
6. **MR. SCHNEIDER'S REMARKS.** Mr. Schneider continued in the tradition of Honorable Lamont by updating the Board on issues that are important to the Army and the Academy. Secretary McHugh and General Odierno's number one priority is prevention of sexual harassment and assault. The Academy's Cadets Against Sexual Harassment/Assault (CASH/A) is showing incredible promise to help ensure Soldiers ensure they are treated with respect and dignity and can trust one another. A second issue Mr. Schneider discussed is the Soldier 20-20 program that the US Army Training and Doctrine Command is currently establishing for Military Occupational Specialties (MOS), gender-neutral, scientifically based objective standards for each MOS; it has never been done before, but it is believed will help the Army move forward with gender integration in the force. Finally, Mr. Schneider touched on the drawdown of troops to perhaps as low as 440,000, with the possibility of the Army getting even smaller. A drawdown could affect the force structure of the Army, which affects the number of officers the Army has in each grade. The Army is going through the process of bringing down the number of Soldiers, NCOs, and Officers, and that will have an effect on people. The Army in all likelihood will get smaller in the next few years, so how do we attract and retain the quality and quantity of Soldiers needed, in particular the officer corps for the Army in the future?
7. **BOARD BUSINESS.**
  - a. **ELECTION OF BOARD CHAIR AND VICE CHAIR:** Vice Chairman Bob Archuleta nominated Congressman Shimkus to remain Chairman of the Board, MG Errol Schwartz seconded the motion. The motion carried and Congressman Shimkus was re-elected as the Chairman. Mr. Archuleta then nominated Ms. Brenda Sue Fulton to be Vice Chair. MG Schwartz seconded the motion. The motion to elect Ms. Fulton to the position of Vice Chair of the Board was voted on, and she was elected the new Vice Chair. Mr. Archuleta, the former Vice Chair and Ms. Fulton swapped seats upon the conclusion of the votes. LTG Caslen congratulated both Congressman Shimkus and Ms. Fulton.

**b. OTHER BOARD BUSINESS.** Congressman Shimkus proposed the date of July 19-21 for the Board's Summer Meeting, to be held at West Point. The Senate and House are in session on those dates, but there are no votes scheduled. This date was voted upon and approved. Congressman Shimkus then spoke about the Board of Visitors Annual Report and the importance of the report as well as its timely submission.

**7. USMA UPDATES.** LTG Caslen, USMA Superintendent, presented updates to the Board members. The topics he included USMA's Character Development Strategy, the Sexual Harassment and Assault Response Prevention (SHARP) and CASH/A updates, diversity admissions, academic and curriculum updates, and facility updates

LTG Caslen began his update with Character Development Strategy. Character development is important because it's what we're all about. As a Division Commander in Iraq, LTG Caslen was responsible for the behavior within his unit and he was alarmed by the magnitude of senior leader misconduct, including Officers, Warrant Officers, and NCOs in the grade of E8 and E9. Although most under his command obeyed the Honor Code, there were still inappropriate relationships, hostile work environments, false official statements, sexual harassment, fraternization, etc. He felt his unit was not different than other units and felt it was an issue that needed to be dealt with. He believes that a Character Development Strategy is one way to deal with this issue. Leaders at West Point are developed across four pillars – Academic, Physical, and Military, currently in place. All three are undergirded by character, a program the Academy does not currently have. The Academy has already started on Phase I of the Character Development Strategy, which is to determine what the requirements and the outputs are; once established the Academy can proceed. Much of this will begin to come into place through most of next year. Phase II begins this summer, with Phase III taking place in the Fall of 2014. By year's end a final draft will be ready to be implemented and amended within the Corps of Cadets.

Character Development Strategy includes living honorably, which is very important as it requires the inculcation of values, the values of West Point, duty, honor, country and the values of our Army, which include loyalty, duty, respect, selfless service, honor, integrity, and personal courage. It is a process of teaching what right and wrong are, then it takes it to the internalization of those values, so they become part of your character in order to help Cadets, and when they become officers, who may find themselves in a potential compromising situation, their character development training at the Academy will allow them to stop and think about what's right and what's not. It will emerge as part of their ethic.

LTG Caslen then discussed SHARP and CASH/A programs at USMA and showed the Board members his priorities. First and foremost, to form a command climate that addresses and ultimately eliminates sexual harassment and assault; second to internalize the professional military ethic to live honorably; third is to build a diverse West Point team. USMA's SHARP strategy is to align the Academy with the Army's five lines of effort: prevention, investigation, advocacy, accountability, and assessment. The focus is prevention. Prevention means changing the culture by changing behavior and in order to change behavior you must have an open and candid dialog. The Superintendent's responsibility is to create conditions and establish the common ground where candid dialog can occur. Further, leadership must be engaged at all levels, not just senior leadership, but also from the Dean, Commandant, TAC officers, as well as staff and faculty. An issue we face is what Cadets call being "SHARP'd." This is Cadet slang wherein they avoid each other (male and female), on and off duty, because they fear they may say or do something that may be misinterpreted, which is not what the leadership wants either. The objective is to bring the dialogue back to the center where everybody feels value added. Being "SHARP'd" undermines the strength of the team and detracts from what is trying to be accomplished. The Institution needs to get to where it has an inclusive team where diversity becomes a strength and every person feels emotionally and physically secure while feeling they add value to the organization; it is through dialogue and conversation

that behavior changes. Examples of this engaged leadership include: coaches having sessions with team captains and the officers in charge of those teams, and planning a staff ride for all NCAA captains to Gettysburg for a few days in which the objective will be to study junior leadership during the Gettysburg battle, a method to help them understand the impact of junior leadership on small groups and organizations. LTG Caslen then turned the floor over to Cadet Havana Schmidt, the Brigade CASH/A representative.

Cadet Schmidt explained the mission of the CASH/A program and that it was nested within the SHARP program. Their mission is to create a culture of bystander intervention, with the hope of eliminating sexual harassment and assault. Cadets, who received SHARP training in the Summer of 2013, were tasked with developing this program. This is a Cadet initiative, and the Cadets in the CASH/A program work closely with their Cadet company commanders. This initiative is overwhelmingly supported by LTG Caslen and BG Clarke, the Commandant of Cadets. CASH/A is being nested under Army SHARP program in order to make it more relatable for the Cadets. The program is designed to allow Cadets to take what they learn in CASH/A with them when they graduate commissioned Army Officers. Since CASH/A is Cadet designed and led, it allows the SHARP program to be adapted to be more relatable for Cadets so that they can best internalize the program and execute it in their day-to-day lives. The topics focused on in the second semester of the 2013-2014 academic year were gender stereotypes and sexual assault myths in an attempt to dispel misconceptions people have about gender relations. A case study was developed that would take a selected member of the audience to play the role of a new platoon leader and walk him or her through a sexual harassment case in a unit. The goal is to help the Cadets to choose the best course of action to address the situation, thereby establishing a culture based on standard intervention. Since April is Sexual Assault Awareness Month, CASH/A is organizing a couple events for the Corps of Cadets. The first event is the "Walk-a-Mile for Sexual Assault Awareness". In mid-April CASH/A, in conjunction with the Naval Academy, will hold a Sexual Assault Awareness Month Service Academy Colloquium, which will include members from the Merchant Marines, Coast Guard, Navy, Air Force, and West Point. The colloquium will bring members from each institution to talk about these issues and try to come to some common solutions. Cadet Schmidt turned the floor back over to LTG Caslen.

LTG Caslen then gave a brief update about the Army Rugby Team, an issue that was discussed at the June 2013 meeting in Washington, DC. He discussed the inappropriate e-mails, inconsistent with the Army and Academy values, sent amongst team members regarding female Cadets as well as the actions taken against the Team. In a separate investigation of the Rugby Coach, the coach submitted his resignation, which was accepted. The Rugby Team Cadets that were involved in the incident were enrolled into a Respect Mentorship Program (RMP). During their enrollment in the RMP, they were not allowed to represent West Point, meaning the team could not be in operation last Fall, preventing them from competing. Upon the successful completion of the RMP, in January 2014, the team was stood back up. Ms. Fulton brought some ongoing issues with two 2LTs that were involved in the Rugby Team incident and one of the victims. She then commended LTG Caslen for the change in culture that is occurring at West Point. LTG Caslen went on to discuss the lessons learned from the Rugby Team incident and the way ahead.

After a brief discussion between the Board members regarding the issues of sexual assault and harassment, character development, living honorably, social media, etc., LTG Caslen introduced Lieutenant Colonel (LTC) Donald Outing, the new Chief Diversity Officer. LTC Outing provided information on the Diversity and Inclusion office and its role in building character, leadership and diversity. Upon the conclusion of LTC Outing's Diversity briefing to the Board members, Colonel (COL) Deborah McDonald, Director of Admissions, briefed the Board about USMA's class composition goals. COL McDonald explained how class composition goals are comprised, the candidate recruiting process, nomination sources, and additional appointees which include African American and athlete

candidates. Following a brief discussion regarding the Admissions process and diversity of recruitment, Brigadier General (BG) Timothy Trainor provided the Board with an update on USMA's academic program. BG Trainor explained core, or required, curriculum and how it relates to a cadet and to classroom instruction. He went on to comment on the accolades USMA has received, specifically mentioning that "Business Insider" recognized West Point as the eighth best tech college, and recognized graduating Cadets who received Rhodes, Truman, and Marshall Scholarships. At the conclusion of BG Trainor's briefing, Mr. Matt Talaber, USMA Engineer, provided a brief update on barracks construction and renovation. There is currently a nine-year plan to update USMA's existing nine Cadet barracks to upgrade the quality of life for Cadets in the Barracks. The renovations will provide 50 more years in the barracks life cycle. Mr. Talaber also touched upon sustainment, restoration, and modernization of USMA's facilities. Mr. Talaber also briefed the Board on where USMA gets its natural gas and electric energy, the Wastewater Treatment Plant, which has received 27 notices of violation from the State Department of Environmental Conservation within the last two years, and finally on upgrades at Camp Buckner. Finally, Mr. Talaber briefed the Board on utility privatization within the next few years.

#### **8. REMAINING BOARD BUSINESS.**

Congressman Shimkus introduced a letter, from Ms. Barbara "Charlie" Murphy, a member of the Public, in attendance at the Board of Visitors meeting, who is from Highland Falls, NY. Ms. Murphy's letter thanking the Board and USMA's leadership for its successful efforts to change the culture of "cadets gone wild" to a culture where the Cadets are respectful to the residents of Highland Falls. A copy of this letter is enclosed. Congressman Shimkus thanked Ms. Murphy for the letter and noted it was a good news story showing how the culture at USMA had changed.

Congressman Shimkus asked if there were any further questions or comments from Board members. Ms. McNally commented that the meeting was one of the most informative, useful, and helpful board meetings in quite some time. Mr. Morrison commended Congressman Shimkus and the other Members of Congress. Congressman Conaway commented on the amount of work that still needs to be done with regards to the barracks. Mr. Archuleta thanked LTG Caslen and his staff for a wonderful visit and meeting; he then congratulated Ms. Fulton on her election as the Vice Chair of the Board. Ms. Fulton then commended the Superintendent, Staff & Faculty and Cadet Schmidt, as well as those who presented briefings to the Board of Visitors.

Ms. Fulton brought up the topic of going back to four Board meetings annually, instead of just three. Two would be held in Washington, DC and two at West Point, NY. It was agreed upon that this point could be discussed in July and possibly voted on at that time. Mr. Morrison asked about the possibility of Board members attending meetings electronically, via teleconference or video teleconference.


Congressman Shimkus requested an information paper regarding points raised in listening sessions held with Cadets, NCOs, members of the staff and faculty, and members of the Directorate of Public Works, to include child care hours of operation (overnight hours, or off-duty hours), lack of space at the on-post gym facility, 24 hour AAFES gas station/shopette, housing issues, and the condition of Camp Buckner. The information paper, which addresses these issues, is enclosed.

**9. ADJOURNMENT.** There being no further comments, Congressman Shimkus adjourned the meeting at 1604. This concluded the 31 March 2014 Organizational 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	Departed 1520	
Congressman Mike Conaway	Departed 1434	Returned 1442
Congressman John Shimkus		
Congressman Steve Womack	Departed 1508	

### **Presidential Appointees:**

HON Bob Archuleta		
Ms. Sue Fulton	Departed 1538	Returned 1545
Mr. Travis Morrison		
Mr. Patrick Murphy	Departed 1523	Returned 1528
Ms. Liz McNally		
MG Errol Schwartz		

### **The following members were absent:**

Senator Mary Landrieu  
Senator Richard Burr  
Congressman Steve Israel  
Congresswoman Loretta Sanchez

**Based on the BOV attendance, a quorum was present.**

### **Other attendees:**

Mr. Karl Schneider, Assistant Secretary of the Army for Manpower and Reserve Affairs  
SGM Tamara Gregory, Senior Enlisted Advisor to the ASA(M&RA)  
MAJ Jennifer Carr, Military Aide to the ASA(M&RA)  
LTC Michael Davidson, SAFM-BUL  
MAJ Christine Orser, 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  
Ms. Maureen Fitzgerald, Director of Strategic Initiatives (DSI)  
LTC Troy Schnack, Superintendent's XO  
MAJ Charles Bailey, Superintendent's Aide de Camp  
CSM Delbert Byers, USMA Command Sergeant Major  
MAJ Brett Ayvazian, Secretary of the General Staff  
Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff and DFO  
Mr. Jeffrey Reynolds, DSI Executive Officer/Alternate DFO  
BG Rich Clarke, Commandant of Cadets  
MAJ Missy Rosol, USCC, Special Assistant to the Commandant  
BG Timothy Trainor, Dean of the Academic Board  
COL James Raftery, Chief of Staff, Office of the Dean  
Dr. Jean Blair, Vice Dean of the Academic Board  
COL Deborah McDonald, Director of Admissions  
COL Charles A. Stafford, Strategic Initiatives Group  
COL Ronald Dodge, Chief Information Officer  
COL Dane Rideout, Commander, US Army Garrison-West Point  
Mr. Matt Talaber, USMA Engineer

COL Keith Well, Staff Judge Advocate  
Ms. Deborah Pool, Resource Manager  
LTC Webster Wright, Public Affairs Officer  
Ms. Theresa Brinkerhoff, Public Affairs Office  
LTC Donald Outing, Chief Diversity Officer  
Ms. Laureen Barone, Sexual Assault Response Coordinator  
Cadet Havana Schmidt, CASH/A Coordinator  
MAJ Michael Meumann, USMA G-1  
Mr. Charles Kaune, USMA G-3  
Ms. Carol Sheffler, USMA G-4  
Mr. Sherman Fleek, Command Historian

**Legislative Assistants:**

Mr. Jim Goldenstein, Legislative Assistant to CONG Shimkus  
Ms. Moran Banai, Legislative Assistant to SEN Gillibrand  
Ms. Bethany Lesser, Legislative Assistant to SEN Gillibrand  
Ms. Giovanna Gray Lockhart, Legislative Assistant to SEN Gillibrand  
Mr. Ken Farrel, Security Detail to SEN Gillibrand  
Mr. Juan Leon, Legislative Assistant to CONG Israel  
CPT John Weibeld, Legislative Assistant to SEN Burr  
Ms. Annie Yea, Legislative Assistant to CONG Sanchez

**Members of the Public:**

BG (US Army, Ret) Samuel Lessey  
Ms. Barbara A. Murphy  
Ms. Katlin Van Wye  
Ms. Claire Stapleton