

MINUTES  
BOARD OF VISITORS ORGANIZATIONAL MEETING  
MARCH 30, 2015  
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 Acting Chair, Ms. Brenda Sue Fulton, called the meeting to order at 1302. She also welcomed new members Senator Joni Ernst (not present) and Congressman Mike Pompeo.

**3. ADMINISTRATIVE ANNOUNCEMENTS.** Meeting packages included the agenda and briefing slides, 2013-2014 Department of Defense Annual Report on Sexual Harassment and Violence at the Military Service Academies, Character Development Strategy, Efficacy of Service Academies White Paper (Draft), the 2015 USMA Strategic Plan, and "Getting to the Left of SHARP: Lessons Learned from West Point's Efforts to Combat Sexual Harassment and Assault."

**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 Congressman Mike Pompeo and recognized Senator Joni Ernst, who was not present, as the newest Members of the Board of Visitors.

**6. HON WADA'S REMARKS.** The Secretary of the Army's representative, the Honorable Debra Wada, Assistant Secretary of the Army for Manpower and Reserve Affairs, gave brief remarks, and thanked the Board Members for attending the meeting and recognized LTG Caslen for the great work he has been doing at the Academy. She further emphasized how the Department of Defense is facing any number of issues and that the Secretary of the Army recognizes West Point's importance to the future of the Army.

**7. BOARD BUSINESS.** COL Green conducted a roll call, and determined a quorum was present. Ms. Fulton then opened the floor to nominations for the 2015 Board of Visitors Chair. A motion to nominate Ms. Fulton to be the 2015 Chair was made and seconded, then voted on. In a unanimous vote, Ms. Fulton was elected 2015 Chair of the Board of Visitors. Ms. Fulton then opened the floor to nominations for the 2015 Board of Visitors Vice Chair. A motion was made to nominate Mr. Patrick Murphy and seconded, and a motion was made to nominate Congressman Steve Womack and seconded. In a vote of seven to one, Congressman Steve Womack was elected 2015 Vice Chair. The date for the Summer and Annual meetings were discussed and voted on. By unanimous vote, the dates for the Summer meeting was set at July 20, 2015, at West Point, NY and the date for the Fall Annual meeting was set at November 16, 2015, in Washington, DC. The Board of Visitors Annual meeting minutes from December 3,

2014 were approved. Finally, COL Green conducted a swearing in ceremony for the Presidential Appointees on the Board of Visitors.

## **8. OTHER BOARD BUSINESS.**

The Superintendent gave a brief overview of the meeting's agenda and then opened the meeting with a discussion on restructuring the Athletic Department by making it a private 501(C)3 organization. The Naval Academy has operated this way for years and the Air Force Academy switched a few years ago. The reason for this change is the current organization prohibits USMA's coaches and leadership within the Office of the Directorate of Intercollegiate Athletics (ODIA) to earn market rates raise revenue as government employees, and to allow the coaches' children attendance in on-post schools. The proposed legislation would address these and other issues. The first objective would be to create a Non-Federal Entity (501(C)3) – the ODIA which would allow the leadership of West Point, a Federal Entity to have a cooperative agreement with the Athletic Department, a Non-Federal Entity. The second part of the legislation would allow the government to lease property to a Non-Federal Entity, in this case, ODIA (so they can raise revenue and then reinvest it into the athletic program). The third objective addresses ODIA's coaches; the coaches would be contractors, and their dependents that are non-military would have the authority to attend on-post schools. The fourth objective is that the US Government, or West Point in this case, would have the authority to manage the Non-Federal Entity and would manage it through a Board of Directors. The last objective would give the Athletic Director and coaches the ability to earn market-rate salaries. The Non-Federal Entity would have the Athletic Director as the head, and the Deputy Athletic Director would be a senior Colonel, who would have oversight of the military employees and over appropriated and non-appropriated government employees and funds. The Deputy Athletic Director would report directly to the Superintendent, and the Superintendent's oversight would be through an Army Athletic Association Board of Directors. The Board of Directors would include the Dean, the Commandant, the Director of Admissions, and other senior USMA leaders, appointed by the Superintendent. There is currently a proposal that is working its way through the Department of the Army (DA), then through the Department of Defense (DoD) and is currently with the Office of Management and Budget (OMB). Further, several members of the Senate Armed Services Committee (SASC) have been briefed and understand the restructuring. The SASC would like to consider this for the next National Defense Authorization Act (NDAA) legislation.

The next issue discussed was the DoD Inspector General (DoDIG) report on Gift Funds and the use of the General Funds Enterprise Business System (GFEBS) restructuring. GFEBS is a DoD and Congress-directed accounting system for Army funds, instituted in 2012. In the past, gift funds that were donated were accounted for in a stand-alone system and had not been integrated into GFEBS. The DoDIG report on Gift Funds required that USMA convert from the stand-alone system to GFEBS by July 31, 2015 for gift fund accounting. The DoDIG report further noted that the stand-alone system did not give the oversight, nor the transparency needed and so directed the conversion. Writing and implementing the code in such a way to make the current gift funds accounting system compatible with GFEBS has been a challenge and is not an easy effort to accomplish. DA is providing a lot of support, which is aggressive and very well-funded, and it is anticipated the conversion will be completed by July 31, 2015.

LTG Caslen then discussed the issue of gift-funded construction, such as gift funds that were used to build coaches' houses. In the past, the approval process for gift-funded construction went through the Secretary of the Army for approval. A question was raised by the SASC that approval for this type of construction would go through Congress for Congressional oversight and Congressional approval which caught USMA leadership by surprise. In discussions with

DA and DoD a program was developed that would allow Congress to have that oversight. The new process requires a gift-funded construction project to be processed through DA, then through DoD, before it went to Congress for approval, which takes between 6 – 18 months from the time the gift funds are donated for a construction project. The old process, where gift funds donated for construction projects were approved at the DA level took two to six months. Donors are getting frustrated with the length of time it is now taking for the approval process and to begin construction on gift-funded projects they have donated funds for. The examples given for the lengthy new process included the Lacrosse Center and the new Visitors Center, which have not been started due to the length of time it is taking to obtain Congressional approval of gift-funded construction projects. LTG Caslen stated one thing USMA is asking for Congressional support for is to go out-of-cycle and not have to go through this process in conjunction with cyclic sort of demands; if something comes in late, or an opportunity of a donor comes in late, USMA doesn't want to have to wait until the next cycle goes into place, which could add up to an additional year to the time the funds are donated and the project begins.

BOARD Motion/Vote: Mr. Travis Morrison asked if it would be inappropriate for the Board to submit a request to both Chambers of Congress, or would it be out of line, (regarding changing the approval process for gift-funded construction projects). After further discussion between the Board Members, Mr. Patrick Murphy made a motion to express the sense of the Board that they believe this regulatory process should be changed. Mr. Bob Archuleta seconded the motion and it was passed. HON Wada asked for clarification that this is for Morale Welfare and Recreation (MWR) process approval or about a Military Construction (MILCON) approval rate, to help them figure out the problem. It was determined that the section of the DoD Instruction (DoDI) is DoDI 7700.18 and .20, the MWR section, which also applies to privately financed construction.

### USMA UPDATES.

COL Deborah McDonald, Director of Admissions briefed the Board Members on the incoming Class of 2019, and a class comparison between the Classes of 2015 and 2019. While the number of applicants remained largely unchanged, there was a significant increase of female applicants opening files (approximately 13 percent) from the Class of 2018 to the Class of 2019. There was a slight increase in Hispanics with open files from the Class of 2018 to the Class of 2019. As of March 24, 2015, 1,136 candidates had been offered admission, with 78 declinations and just under 800 acceptances. There are still 216 Academy Prep School candidates yet to be offered admission, and there are conditional offers that were tendered earlier in the year. May 1<sup>st</sup> is the acceptance or declination deadline, and depending on the declination rate, additional offers may be made as well. Currently, the obligations for the Class of 2019 is about 1,343, however the final class size will be around 1,250. The Directorate of Admissions has seen a 39 percent increase in the number of women who opened files for admission to the Class of 2020. The rise in women applicants could be attributed to the marketing strategy, which changed two years ago. Prior to that, the same marketing brochure was sent to high school men and women; now a different marketing brochure is sent to women and highlights the intramural and club sports women can participate in. The Board Members then inquired as to why Soldiers and Athletes applications have gone down, which COL McDonald explained that with downsizing of the Army, the number of Soldier applicants is going down as well and an "athlete" is a candidate USMA's Athletic Department is recruiting; the number of athlete applicants has gone up, but the percentage appears to be going down. LTG Caslen then briefed the demographics of the officer population in the Army versus the enlisted population as it compares to the American population. While USMA has made strides to

increase the number of minority applicants, it has a way to go to be in line with the American population demographically.

The Military Service Academy (MSA) Report on Sexual Assault for 2013 and 2014 was discussed. This report, overseen by the DoD is for all the service academies, for the academic year June 1, 2013 through May 31, 2014 and was released in February 2015. USMA did a survey in April of 2014, in which 717 women and 3,800 men participated. Unwanted sexual Contact (USC) during the period of the report was 6.5 percent self-reported, or 41-53 female Cadets at West Point received unwanted sexual contact last year; lower than in previous years. Yearlings (sophomores) had the highest rate, at 10.6 percent. For men, USC was about 0.8 percent, which converts to 24-40 male Cadets who were assaulted or had unwanted sexual contact, which remains unchanged from previous years. The MSA report showed data from the Service Academies, for women and men, from 2008, 2010, 2012 and 2014. West Point's USC went down from 10.7 percent in 2012 to 6.5 percent in 2014, a significant drop for women. While the numbers are encouraging, one should never be encouraged until it becomes zero. While USC rates went down, the survey as it related to sexual harassment and sexist behavior was not as encouraging. 55 percent of women who took the survey experienced what they perceived to be sexual harassment behavior, which was higher than in the 2012 survey. With the men, perceived sexual harassment or sexist behavior went up four percent to 12 percent from the 2012 survey. Bystander intervention has gone up as well. Of the four percent who observed a situation where a sexual assault was about to occur, 92 percent of the women, and 91 percent of the men actually intervened. As for ensuring the safety of a sexual assault victim, treating them with dignity and respect, and protecting their privacy, the numbers ranged from 84, 70, and 62 respectively for women, and 80 and 73 percent for men (treatment and protecting privacy respectively). Reprisal is another concern, particularly as it relates to social media sites like Facebook and YikYak.

Another issue that is rising is the issue of "gender avoidance" whereby men are tiptoeing around women because of a fear an action or statement that could be misinterpreted. In order to build a cohesive team, where everyone is valued, respected and feels safe and secure physically and emotionally, gender avoidance cannot be allowed. In order to keep this from happening, there needs to be a change in culture from the time an individual enlists in the Army, or reports to USMA on Reception Day, or the first day in an ROTC scholarship program. LTG Caslen then went over this year's reported incidents of sexual assault. Of the 17 reported incidents, three of the assailants were Plebes (freshmen), which was troubling. He further noted that while there were 41 to 53 unwanted sexual contact incidents and only nine reports, in 2015, there were 17 reported incidents, which indicates individuals have confidence in leadership and the system. The Board Members noted that LTG Caslen should be commended for the job he's done combatting sexual harassment and assault, and ensuring that Cadets learn the meaning of living honorably. LTG Caslen and then Laurie Barone, Sexual Assault Response Coordinator, relayed stories about bystanders that intervened when inappropriate comments or conduct was observed by Cadets. Prevention of sexual assault and harassment is the most important effort in the battle against sexual harassment and sexual assault.

The Strategic Plan and reaccreditation from Middle States Council on Higher Education (MSCHE) was discussed next. Currently, USMA is in the middle of MSCHE reaccreditation, and is due to provide a Periodic Review Report (PRR) at the end of the academic year, which has to be signed by the Secretary of the Army. Part of the PRR was to update USMA's Strategic Plan. The Strategic Plan includes USMA's Mission and Vision, and a set of priorities, then you organize to accomplish your mission and priorities. There are a total of seven strategic goals; LTG Caslen provided detailed information on each of the following goals: The first is to

develop the US Corps of Cadets; the second is living honorably and building trust; the third is to develop exceptional intellectual capability; the fourth goal is professional excellence and developing a culture of winning; the fifth goal understands where we are with diversity and inclusiveness; the sixth is the effect of stewardship and shared governance; and the seventh and last goal is USMA's ability to recruit, retain and develop a high quality staff and faculty.

BG Timothy Trainor, the Dean of the Academic Board, then discussed accreditation and the role of Strategic Planning in reaccreditation. USMA's last accreditation visit by MSCHE was in 2009, and is a 10-year process. MSCHE evaluators came in 2009 and came away and asked USMA to focus on three specific areas they thought needed improvement: Strategic Planning, assessment of learning in USMA's majors programs, and provide a progress report in 18 months, which was done and MSCHE fully accredited USMA for a 10-year cycle. USMA is now at the midpoint and must now submit a Periodic Review Report, or PRR to MSCHE. The PRR shows what USMA has been doing since 2010, when USMA was fully accredited by MSCHE and they want USMA to focus on those three areas in the PRR. The PRR is due to MSCHE by June 1, 2015. BG Trainor went on to outline some of what USMA has done including putting into process USMA's Policy Board and Steering Committee, improved the Executive Steering Group and BoV updates, as well as shared governance committees set up which include the Policy Board Steering Committee, the Civilian Faculty Senate, and the Junior Military Council. Cadet quality of life is being improved with the barracks upgrade program, and adding a new barracks building is a significant improvement. Several programs to assess USMA's majors programs have been put into place. The report has been reviewed by the HON Wada's office, who provided additional recommendations for input as well, and now must be signed by the Secretary of the Army and submitted to MSCHE. LTG Caslen then commended Ms. Elizabeth McNally, a Presidential Appointee to the Board of Visitors, for her advice and recommendations, as she reviewed USMA's Strategic Plan and went over it with the group who put it together.

LTG Caslen then introduced COL Scott Halstead, Director of the Simon Center for the Professional Military Ethic (SCPME), who discussed the West Point Character Development Strategy. Trust is the bedrock of the Army profession and that character is a prerequisite for trust. USMA's character development strategy is called "Live Honorably and Build Trust." The Character Development Strategy was approved by the Academic Board on December 17, 2014 and was a collaborative process that brought into account the different perspectives from across West Point, and in some cases, outside of West Point. The Character Development Strategy describes all three levels: the individual Cadet level, the group level, and the Academy level. Character development is unique to each Cadet; some build character in their company area, some in faith-based groups, and some in their sports team. The Emerging Character Program, which is currently in development may be taken to the General Committee on April 29, 2015, and if successful, will go to the Academic Board shortly thereafter. Character is the fourth program all Cadets will learn, and the newest. The other three programs, academic, military and physical have existed for many, many years.

BG Trainor updated the Board on the curricular revision process which the Dean's Office has been working on for more than two years now. Next year's Plebes (Class of 2019) will be under a new curriculum and will apply to them and future classes, but not current classes. The current curriculum had been consistent and constant for about 25 years. An external review team, consisting of university presidents, current general officers, retired general officers and senior executive service civilians, people from think tanks, and other faculty from colleges around the country was asked to look at USMA's current curriculum and look to the future and to the Army of 2020 and beyond, and to provide recommendations for revising the curriculum. After several months, the group came back with some recommendations and the Dean's office started

developing courses of action and then presented the recommended course of action to the Superintendent in November 2014, which he approved and are now working through the implementation planning for the Class of 2019. The military program course, MX400, is being moved from a military instruction course to an academic course. There is a SHARP thread that means in certain courses, SHARP education concepts will be reinforced. LTG Caslen closed this discussion with an example of the difference between understanding the environment and the intellectual outcomes that can be gained from this curriculum revision.

LTG Caslen introduced COL Suzanne Nielsen, from the Department of Social Sciences who discussed the issue of why the Service Academies are necessary for our country. This was a committee put together at the request of General Martin Dempsey, the Chairman of the Joint Chiefs of Staff, of all the Service Academy Superintendents. COL Nielsen was USMA's representative. COL Nielsen explained the following arguments that make the case for the necessity of Service Academies that fall into three categories: First, they are critically important and vital contributors to the session strategies of each service as well as leader development institutions; second is the unique role of the Service Academies with the unique strategies of each service; and third the ability of the Service Academies in a way that is not parallel and other commissioning sources to focus every aspect of a 47-month development experience to develop leaders of character. COL Nielsen provided the Board Members with a draft White Paper titled "Efficacy of Service Academies."

COL Green gave the final update to the Board which included an update on USMA's operational budget and manning situation as it relates to personnel cuts. He discussed operational budget and provided a chart with program objective memorandum for FY 2016-2020, whose numbers are validated requirements. The points he discussed include the USMA budget that is a validated requirement at the Pentagon, the point that FY15 is funded at a level that is a low risk proposition for the Academy. COL Green explained the result of sequestration in FY 2013 and the impact it had on USMA staff and faculty as well as the kinds of missions that could not be done, training that could not be accomplished, etc., If the budget and personnel numbers for FY18 and 19 continue as they are, USMA may be at significant risk and will have to make significant functional recommendations to the Superintendent including dropping the "I" Company, looking at the size of the Corps, significant restructuring of the USMA Prep School, changing electives and relooking at departments, etc. However in April 2014, GEN Odierno, the Chief of Staff of the Army, stated he would only accept a low risk for USMA budget and manning.

**9. REMAINING BOARD BUSINESS.** Ms. Sue Fulton had wished to talk about the battle rhythm for the Board of Visitors and governing the meetings, but due to the length of the meeting, decided to postpone this issue until the July 20 meeting.

**10. ADJOURNMENT.** There being no further comments, Ms. Fulton adjourned the meeting at 4:20pm. This concluded the 30 March 2015 Organizational 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

Appendix:  
Attendance Roster

## ATTENDANCE ROSTER

### **Congressional Members:**

Congressman Steve Womack  
Congressman Mike Pompeo

### **Presidential Appointees:**

HON Bob Archuleta  
Ms. Brenda Fulton  
Mr. Travis Morrison  
Ms. Liz McNally  
Mr. Ethan Epstein  
Mr. Patrick Murphy (arrives 1:09pm)

### **Not Present:**

Senator Richard Burr  
Senator Kirsten Gillibrand  
Senator Joni Ernst  
Congressman Mike Conaway  
Congressman Steve Israel  
Congresswoman Loretta Sanchez

Note: At 3:04pm, Ms. Fulton called for a short break. The meeting resumed at 3:14pm.

### **Other attendees:**

Honorable Debra Wada, Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA))  
LTC Stephen Ledbetter, Assistant to ASA(M&RA)  
MAJ Tracy Michael, OCLL  
MAJ James Crook, OCLL  
MAJ Adam McCombs, 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  
MAJ Brett Ayvazian, Secretary of the General Staff  
Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff and DFO  
Mr. Jeffrey Reynolds, Chief of Protocol, Alternate DFO  
Ms. Jennifer Clark, USMA G5, Manpower  
COL Holly West, USMA G5  
BG John Thomson III, Commandant of Cadets  
BG Timothy Trainor, Dean of the Academic Board  
Ms. Laurie Barone, Sexual Assault Response Coordinator  
Mr. Kerry Dunham, Victim Advocate  
COL Deborah McDonald, Director of Admissions  
COL Landy Dunham, Commander, US Army Garrison-West Point  
LTC Jacqueline Emanuel, Staff Judge Advocate  
Ms. Lori Doughty, Staff Judge Advocate



Dr. Donald Outing, Chief Diversity Officer  
Mr. Eugene Corrigan, Athletic Director  
COL Nick Mauldin, Directorate of Intercollegiate Athletics  
COL Suzanne Nielsen, Office of the Dean  
COL James Barren, USMA G-3/Operations  
LTC James Osuna, USMA Inspector General  
Ms. Deborah Pool, USMA G-8/Resource Manager  
Ms. Carol Sheffler, USMA G-4/Logistics Officer  
Mr. Matt Talaber, USMA Engineer  
Ms. Jennifer Linnartz, Staff Judge Advocate-Recorder  
Mr. Charles Thompson, Plans, Training, Mobilization and Security (A/V Support)

**Legislative Assistants:**

Ms. Susan Spear – Senator Gillibrand  
Mr. Brooks Tucker – Senator Burr  
Mr. Jabari White – Senator Ernst  
MAJ Richard Hagner – Rep Israel

**Members of the Public:**

BG (US Army, Retired) Samuel Lessey  
Mr. Kevin Lilley  
Mr. Paul Ostrander