

MINUTES
BOARD OF VISITORS SPRING MEETING
April 4, 2016
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. **SUPERINTENDENT'S REMARKS.** Lieutenant General (LTG) Robert L. Caslen, Jr., USMA Superintendent, welcomed the Board members attending the meeting. He thanked the Chair and Vice Chair for their service over the past year and welcomed the Honorable Debra Wada, Assistant Secretary of the Army for Manpower and Reserve Affairs, the Secretary of the Army's representative. LTG Caslen discussed the agenda, the importance of BoV meetings, and the hard work his staff puts into ensuring successful visits and meetings. He welcomed the new Commandant, Brigadier General (BG) Diana Holland, who arrived in January, and commended the Army Women's Basketball Team, who won the Patriot League Championship and went on to the first round of the NCAA tournament. Finally, he noted leaders who had recently visited West Point including: John Brennan, Director of the CIA; Jim Jeffrey, US Ambassador to Iraq; Drew Faust, Harvard University President; and the Honorable Ashton Carter, Secretary of Defense.

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 passed on the regards of Acting Secretary of the Army Patrick Murphy, at his request. He wished all the Board members well and wishes he was still on the Board, but now has other requirements he has to meet. Honorable Wada thanked the Board members for being at the meeting and participating on the Board.

5. **ADMINISTRATIVE ANNOUNCEMENTS.** COL Green, USMA Chief of Staff, noted the last meeting of the Board of Visitors was held in Washington, DC on November 16, 2015; a quorum was present and the Board of Visitors received updates on the following recent important events since the last Board of Visitors meeting: achievements and accomplishments; results of our strategic offsite; accreditation; Cadet Summer Training Highlights; Class of 2020 Admissions data; the Class of 2016 Branching; intellectual capital and outreach to the Army; New York City outreach by Cadets; a Barracks Update; Sexual Harassment Assault Program; the Cadets Against Sexual Harassment and Assault Program, the Plebe pillow fight investigation; boxing; the Grand Alliance Concussion Study; and USMA's budget.

6. **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.

7. **BOARD BUSINESS.**

a. The first business discussed was election of the Chair and Vice Chair. Ms. Fulton was nominated for the position of Chair and it was seconded, and in a unanimous voice vote, Ms. Fulton was re-elected Chair for 2016. Congressman Steve Womack was nominated for the

Vice Chair position, which was seconded, and in a unanimous voice vote, Congressman Womack was re-elected Vice Chair for 2016.

b. The second order of business was to approve the dates for the Summer and Fall Board meetings. The proposed dates were July 11, 2016 at West Point and November 30, 2016 in Washington, DC. Congressman Womack noted that July 11 fell on a short weekend, with votes to be held in the evening and inquired as to whether the meeting could be held on the morning of July 11, 2016, instead of the afternoon. This would likely allow more Members of Congress, on the Board of Visitors, to attend the meeting. Further, he asked if it could be arranged for the Board members to observe Cadets during summer training on Sunday and the meeting on Monday. The Board members voted to hold the meeting on the morning of Monday, July 11, 2016, with arrival Saturday evening, July 9, and observe Cadet Summer Training on Sunday, July 10.

c. The third order of business was to vote on the revised Rules of the Board of Visitors. The revised Rules of the Board of Visitors was sent to Members on March 29, 2016 for their review. In a unanimous voice vote, the revised Rules of the Board of Visitors were approved.

d. The Board of Visitors Charter was discussed briefly. The Board of Visitors Charter was last renewed in November 2014 and is due for renewal in November 2016.

8. OTHER BOARD BUSINESS.

a. USMA UPDATES.

(1) The Superintendent reviewed the vision of West Point and the USMA Mission statement. He emphasized that character development is critical, that if leaders fails in character, they also fail in leadership. LTG Caslen then went over his priorities, which have changed somewhat since GEN Milley became the Chief of Staff of the Army:

(a) Develop leaders who will be prepared to fight and win our Nation's wars and leader development, which includes:

(1) Living honorably, which is based on the honor code, not to cheat, lie, or steal, or tolerate those who do.

(2) Eliminate sexual harassment and assault, and develop a command climate that does this.

(3) Build a culture of excellence and winning. Not winning by any means necessary, but winning honorably and by the rules.

(4) Diversity. Taking steps to make West Point reflect America's demographics, and those of the Army and to build teams where every member feels value added.

(b) Force Protection. A lot of progress has been made in force protection. The Army authorized West Point to hire 15 additional security guards Monday-Friday in Central Area. On weekends, Cadets still provide security in Central Areas. Currently, there are no threats against West Point, however, the additional security guards give USMA added force protection capacity.

(c) Continue building a strategic relationship with New York City. USMA has reaped many benefits in this area; New York City is very diverse and the culture so rich it gives tremendous opportunities for developmental programs for Cadets and faculty.

(d) Finally: Beat Navy!

(2) At the fall meeting, the strategic goals were discussed. LTG Caslen went over those goals very briefly:

(a) Develop the Corps of Cadets

(b) 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

(3) LTG Caslen then went over the key events since November's meeting, including: the Army/Navy football game; the assumption of command of the first woman Commandant, BG Holland; the Army/Navy Men's and Women's basketball games at Madison Square Garden (the Men's basketball game was canceled due to snow); 100th Night for the Class of 2016; the Flipper Dinner in which Captain Griest, one of the women Ranger School graduates, was the guest speaker; the Mission Command Conference, which gave Cadets from the class of 2016 the opportunity to speak with Soldiers, junior officers and their Platoon Sergeants and First Sergeants, who recently returned from deployment; the USMA Executive Steering Group, which is chaired by the Acting Secretary of the Army and the Chief of Staff of the Army; Plebe Parent Weekend; the Foreign Academy Exchange Program; and West Point Day at Fort Hamilton.

(4) LTG Caslen noted USMA's institutional rankings in the following publications:

(a) *Forbes* (2015): Number one Public College in the Country, number one Best Value, and number nine in the Northeast.

(b) *Princeton Review* (2015): Number one Most Accessible Professors, number two in Best Health Services, number three in both Best College Library and Most Politically Active Students and number nine, Everybody Plays Intramural Sports.

(c) *US News and World Report* (2015): Number two Public Liberal Arts College and number three Best Undergrad Engineering Programs.

(d) *HP Enterprise Security* (2014): Number 11 Best School for Cybersecurity (the only Academy in the Top 12).

(e) *Business Insider* (2015): Number 13, Best College Campus (the only Academy in the Top 20)

(5) LTG Caslen informed the Board members of achievements of personnel assigned to West Point:

(a) COL Leon Robert, Dept. of Chemistry and Life Sciences, and a team from ARCIC were awarded a patent for improvement to the M127A1 white star polytechnic illuminant, or parachute flare.

(b) Dr. Morten Ender, Dept. of Behavioral Sciences and Leadership, was the recipient of the Robin M. Williams, Jr. Award for Distinguished Contributions to Scholarship, Teaching and Service from Peace, War, and Social Conflict section of the American Sociological Association.

(c) LTC Luis Alvarez, Dept. of Chemistry and Life Sciences, was named the Geneva Foundation's 2015 Researcher of the Year.

(e) Cadet Kelsey Minato was an Honorable Mention All American, Patriot League All Time Scorer, and is a potential draft choice for the WNBA.

(f) Cadet Jesse Glenn won the National Championship on the High Bar in Gymnastics.

(g) A USMA 2015 graduate won the Marine Corps Marathon, the first marathon he had ever run; a faculty member from the Department of Physical Education competed in the Olympic trials; several Cadets were selected to compete in the Sport Parachute World Meet ; Cadets competed in the State Department's Combating Terrorism Competition, coming in second in the nation; the USMA Debate Team made it to the Elite Eight of the National Debate Tournament; and USMA personnel won the Army 10-Miler Active Duty Mixed Team.

(h) With regards to the "Beat Navy!" tracker, USMA and USNA are tied 12-12 overall in NCAA competitions, with several more sporting events to go; in Club sports and academic teams, USMA consistently defeats Navy.

b. Admissions Update: COL Deborah (Debbie) McDonald, Director of Admissions, updated the Board Members on the incoming class of 2020. Her three slides are in Appendix B. Class size is expected to be 1,250; currently there are 1,389 obligations and 882 acceptances. She then showed the Board Members the class composition comparison for the classes of 2014-2019. Class composition goals for West Point are set to meet or exceed the officer cohort levels within the Army. The number of women and African Americans who entered in 2018-19 were significantly higher than in previous classes. The attrition rate for the Class of 2019 is consistent across the board for most demographics; however, there was a little higher attrition rate with African American women, in the Class of 2016. The question was raised whether there were reasons driving the attrition rate so much in the African American demographic. Dr. Donald Outing, USMA's Chief Diversity Officer, stated that an Academic Success Program Coordinator had been hired to help USMA assess that issue and better understand why under-represented groups don't retain as well at majority institutions.

c. Commandant of Cadets: BG Diana Holland provided an overview of the military program and branching as it pertains to the integration of women into the Infantry and Armor branches. In October 2015 USCC hosted an external review to assess how to build and

maintain a world-class military program. The panel included several active and retired General Officers and others. Their recommendations have been implemented or are in the process of being implemented:

(1) Strengthen training standards and increase the overall challenge of Cadet Basic Training.

(2) Broaden the military education program to enable Cadets to move from learning basic tactics to understanding the complexity of the battlefield that they will encounter after graduation.

(3) Increase the stature of the Director of the Department of Military Instruction (DMI) – the CSA approved requisite coding of the DMI Director position as a post Brigade Commander billet.

(4) Recognize and resource the new West Point research center, the Modern War Institute (MWI), due to its value to the Military Program, West Point, and the Army; the CSA approved a TDA (Table of Distribution and Allowance) grade structure increase (O4/MAJ to O6/COL) for the MWI Director position.

(5) Provide a dedicated faculty to West Point's capstone military course, MX 400 Officership – the VCSA approved an increase of nine O3/CPT authorizations on the USMA TDA for MX400. We expect the Army to document these nine positions on the USMA TDA in June 2016.

BG Holland then gave an overview of the Modern War Institute (MWI). The MWI was established in the summer of 2015, in line with building a world class military program. The Institute is a research arm for USMA's military program; its purpose is to educate present and future leaders on military problems and the necessary problem-solving skills to win in a complex world. The MWI currently has a Distinguished Chair, the Director and Deputy Director, and four donor-funded positions (one of which is already filled). MWI will have 12 to 20 non-resident fellows who write research and support the Institute. Finally, MWI includes eight Defense and Strategic Studies (DSS) faculty who instruct 200 Cadets majoring in DSS.

The next topic was the integration of women into the Infantry and Armor branches. In 2016, women did not have the option to choose Infantry or Armor because the combat exclusion had not been lifted, however, they were allowed to rank-order those two branches when they submitted their preferences. There were 154 women in the Class of 2016, and of the 17 branches, the average ranking was 12 for Armor and 14 for Infantry. Two women listed Infantry as their first choice and no women selected Armor as their first choice. In January, when women were given the option to branch transfer into the Infantry and Armor, that increased to three women for Armor and four for Infantry. A 10-week program was developed to help assess and strengthen all of the more than 200 Cadets – men and women – going into Infantry. The program has three pillars, physical, cognitive, and military. This program has also been opened to the three women going into the Armor branch. On April 23, Ranger instructors from Fort Benning will come to West Point to administer the Ranger Physical Fitness Test and then evaluate them on the 12-mile foot march.

BG Holland also highlighted the Occupational Physical Fitness Assessment Test (OPAT) which is a gender-neutral branching standard. It assesses a Soldier's or Officer Candidate's physical aptitude and has four events:

- (1) Standing long jump
- (2) Seated power throw
- (3) Strength dead lift
- (4) Shuttle run

Command Sergeant Major (CSM) Dawn Rippelmeyer, the CSM to the US Corps of Cadets, informed the Board Members that 24 Non-Commissioned Officers graduated from the Benavidez Leader-Development program in preparation to be Tactical (TAC) NCOs for the cadets. This program is a three-week, graduate-level program of instruction, led by USMA Dept. of Behavioral Science and Leadership and the Dept. of History instructors teamed up with Columbia Teachers College. The program focuses on institutional change and individual development as well as Military History. Tactical (TAC) officers go through a similar year-long program at Columbia. This new program gives the TAC NCOs and TAC Officers some of the same frame of reference in developmental models..

e. Dean of the Academic Board: Vice Dean Dr. Jean Blair gave the Board members updates on curriculum, intellectual development and character development at USMA. USMA is implementing a new curriculum beginning with the Class of 2019. Each major now includes 10 courses within a particular discipline and a complementary sequence of three courses that complement the major. Part of the design yet to be finished is the Integrative Learning Model where courses are integrated across all four years to teach integration, interdisciplinary, and multidisciplinary skills, and culminate with the Grand Challenge. She briefly described the Network Models for Ungoverned Spaces, STEM (Science, Technology, Engineering and Math) outreach efforts, the Operations Research Center and the Civil Military Operations Center.

The Operational Experience Program, an initiative of GEN(R) Odierno, is in its third year. PUSMAs (Professor, USMA), return to various active Army locations for six months to a year. Both USMA and the Army have benefited; another three PUSMAs will be deployed next year on these operational experiences.

Character Development has become an integral part of teaching at USMA. Since LTG Caslen arrived, a character development strategy has been developed which identifies, articulates, and codifies how USMA develops character.

USMA is trying out a new program to assist at-risk Cadets, identifying entering Cadets who may have more of a propensity to struggle academically, and providing additional tutoring. The results of the new strategy will not be fully known until 2020.

LTG Caslen then asked Dr. Blair to describe the Integrative “Grand Challenge.” Cadets are assigned multidisciplinary teams and are given a very open-ended problem on which they must work together collaboratively using various different skills to solve the problem.

f. Cadet Character Program: BG Holland gave an update on the Cadet Character Development Program, run by the Simon Center for the Professional Military Ethic (SCPME). This is the inaugural year for this curriculum, which supports the moral, social, and civic facets

of character. The program is taught by Cadets and supervised by TAC Officers. Feedback on the program will be forthcoming.

i. Budget Update: COL Green updated the Board on the USMA budget. He highlighted the budget process and showed USMA's year-to-year funding line for the period 2012-2015. Aside from a downturn of about 15 percent in 2013 due to sequestration, the Army has resourced USMA to its required level. He noted that the USMA budget for FY16 would be about \$142 million, which would be a substantial increase from \$127 million in 2014. The additions of the Army Cyber Institute and the Office of Diversity, Inclusion, and Equal Opportunity, account for the budget increase. He noted that Cemetery upgrades were needed and then highlighted multiple unfunded requirements: upgrades to Spellman Hall, the future headquarters for the Army Cyber Institute, because of several life, health, safety and electrical issues in the building; 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, life and electrical.

j. SHARP Update: COL Green informed the Board that Cadet Carson Warnberg, the CASH-A Education Officer, was a recipient of a White House Champion of Change Award, and will be recognized at the White House. The Cadet CASH-A "It's On Us" video, which was played for Board members, earned honorable mention from the NCAA. LTG Caslen then discussed the USMA Sexual Assault Reporting/SA Report Status (Appendix C), and discussed the Service Academy Gender Relations Survey from 2014. This survey, conducted every two years, will be given this year, with results available late 2016. In response to a question about male victims, Ms. Samantha Ross, the SHARP Program Manager, pointed out that can be very difficult for male victims to come forward due to the stigma associated with reporting incidents of this nature.

Discussion turned to the focus groups in which Members participated prior to the start of the meeting. Ms. Elizabeth McNally commended the Superintendent for how far character development has come since his arrival to West Point. Ms. Fulton asked about retaliation, which is beginning to show up in Army surveys as a concern, and whether USMA had taken steps to prevent it. Ms. Ross indicated that the Superintendent and Commandant had policies in place designed to prevent retaliation, and to address it, if it should arise. Retaliation is required to be reported to the Army as well.

LTG Caslen addressed a point that was brought up at November's meeting, that of 16 reports, seven victims declined to report. Research was done to glean additional information on these seven incidents. He noted that, of the seven, five victims were receiving support; three incidents occurred to the victim prior to entering West Point; two were committed by an unknown civilian perpetrator; and three reports were chain-of-command initiated through accidental disclosure via a written essay.

The Superintendent updated the Board on three prior recommendations from the Board:

- (1) Establish a peer group with confidentiality.
- (2) Establish a peer support program.
- (3) Establish a survivor group for women and Cadets.

The Superintendent stated that each of the above are currently in place. Conflicting guidance from DOD and the Army had to be resolved, i.e., the Army requires that if a third party identifies an incident, particularly a member of the chain of command, it must be reported, and DoD Instructions (DoDI) states the opposite. The Army agreed to allow USMA to follow the DoDI guidance. The Superintendent then briefed the Members on each group or program. Ms. Ross explained the survivor support group, led by a Victim Advocate; the SARC (Sexual Assault Response Coordinator), and MAJ Damon Torres; and a psychologist from Center for Professional Development (CPD). Survivors mostly find out about this resource by word of mouth.

Dr. Outing gave an update on the 40-Year Celebration of Women at West Point. This year's conference will feature guests, participants and speakers to include the Honorable Eric Fanning, who was Undersecretary of the Army, and is pending confirmation as the 22nd Secretary of the Army; HON Wada, the ASA(M&RA); General Ann Dunwoody, former Commander of the Army Materiel Command; and Ms. Gayle Lemmon, author of *Ashley's War: The Untold Story of a Team of Soldiers on the Special Operations Battlefield*. Honorable Deborah Lee James, the Secretary of the Air Force, will accompany Eric Fanning. The conference will begin with a memorial service honoring fallen graduates followed by a reception, and celebration of firsts, with opening remarks by the Commandant, BG Holland. The second day will include an Academy update, and a question and answer session with the Superintendent and other members of the leader team, followed by a plenary session with GEN Dunwoody, lunch, and then an address by Mr. Fanning; in the evening the speaker will be Ms. Lemmon. The final day will consist of their participation in a Cadet Review, group photo followed by the closing ceremony and lunch, with a presentation from the Army Rangers.

k. Athletic Update: COL Robert Dickerson, Deputy Athletic Director, gave an update on the transition of the Army Athletic Association from a Non-Appropriated Fund (NAF) entity to a 501(C)3 entity called the Army West Point Athletic Association (AWPAA). Currently, USMA is sending a Cooperative Agreement to the Secretary of the Army to approve delegating the authority for USMA to enter into the Cooperative Agreement. It will allow USMA to lease real and personal property to AWPAA, such as sports facilities, administrative buildings, personal property, computers, etc. The cooperative agreement will allow for the exchange of goods and services between AWPAA and USMA, with prime examples being housing and the ability to make the sports program more competitive, and will allow the children of coaches to attend schools on post. The Superintendent, the Commandant, the Dean, and Chief of Staff will be members of the Board who will participate in oversight, but not day-to-day operations, of the AWPAA. The Superintendent will have control of the AWPAA Board and will designate its personnel; currently these members include the Commandant, the Dean, the Athletic Director, the Chief of Staff, the Garrison Commander, and two civilians to be selected by the Superintendent. The Board will govern the Athletic Director, the Coaches, Trainers, Equipment Personnel, etc. The Superintendent will have direct control over the Deputy Athletic Director, who is a Colonel, and other military members who work in the Athletic Department. LTG Caslen made the point that maintenance and utilities of the leased facilities is the responsibility of the AWPAA.

I. Construction Update: COL Landy Dunham, Garrison Commander, provided an update on ongoing construction. He discussed the morning walkthrough of the new Davis Barracks, as well as the ongoing renovation of the MacArthur (MAC) Long Wing of the barracks, and MAC Short Wing, whose renovation was recently completed. Of the nine barracks, the last to be completed will be Sherman Barracks. COL Dunham feels they will be able to maintain the timeline, despite the identified cracks in the floor of the MAC Long Wing. He further added that

funding was received for the fourth barracks upgrade, Pershing Barracks, the oldest set of barracks at West Point, and funding has been received for the fifth barracks upgrade, Eisenhower Barracks, in which the design project is scheduled to be awarded in May. Davis Barracks is 75 percent complete, and work is ongoing to meet the December 24, 2016 completion date. Davis Barracks completion is closely tied to the Cadet Barracks Update Program (CBUP) and the beginning of the Pershing Barracks renovation. Also funded is The Barracks Chiller Plant which will provide heat and A/C to the barracks. The Waste Water Treatment Plant received \$10 million in Sustainment, Restoration and Modernization (SRM) funding in 2014; the state-of-the-art Waste Water Treatment Plant design is about 35 percent complete.

Future military construction (MILCON) projects for the FY '22 POM include the Multipurpose Academic Center, called the MPAC, an \$89 million project, and the FY22 parking structure, a \$30 million project. Due to the Chief of Staff of the Army's new priority of readiness, the MPAC was out-competed for FY '19 by two projects, one being the Center for Excellence in Cyber, and was not recommended for funding as an insert for FY '19. USMA will try to re-compete it for projects in FY '22 as the Command's number one priority. The parking structure fared better as it came in the top ten, below the line, number five for FY '22. COL Green noted that FY '19 was not successful as far as funding for MILCON projects. Of the approximately \$450 million available in the Army's budget for MILCON, the Army's focus is on Cyber, and there is a \$153 million housing priority. USMA will continue to make the case for USMA's MILCON projects and see if it can compete in FY '19 or FY '20. Ms. Fulton commented that in addition to Congressmen Pompeo and Womack, there were several Congressional staffers attending the meeting and offered her help in educating those members. She further stated it was a disappointment the MPAC was disapproved. Congressman Womack noted that the HAC (House Appropriations Committee) had not had the Superintendents from the Service Academies testify, however, he had asked Chairman Frelinghuysen whether the HAC should consider bringing each of the Superintendents to Congress collectively to discuss these issues. Congressman Womack felt it would be enlightening for the Members of the HAC to hear from the Superintendents collectively.

m. G3/Operations Update: COL James Barren, the USMA G3/Operations Officer, briefed the Board on the upcoming DoD Warrior Games, which will be hosted by West Point June 15-21, 2016. This will be the seventh annual DoD Warrior Games, which began in 2010 as a Paralympics sports event for wounded, ill, and injured service members and veterans, as part of their rehabilitation. The games were hosted during the first five years in Colorado Springs by the US Olympic Committee. There will be approximately 270 athletes participating this summer with teams from the Army, Navy, Marine Corps, Air Force, Special Operations Command, and the United Kingdom. Mr. Gary Sinise, the 2015 Thayer Award Recipient, will be the Master of Ceremonies for the closing ceremonies, and will perform with his Lieutenant Dan Band,

n. The Superintendent finished the update to the Members with upcoming events: Sexual Assault Awareness and Prevention Month (April), the National Conference on Ethics in America, Sandhurst military skills competition, the Annual Cyber Defense Exercise, Conference for Service Academy Superintendents, Graduation in May, and the DoD Warrior Games.


Ms. Fulton commended LTG Caslen and all the briefers for the outstanding presentations given to the Board of Visitors, as well as the barracks walkthrough, briefings and group discussions prior to the meeting. Mr. Archuleta commented that the Cadets in his group discussion stated that West Point is doing an excellent job in the areas of equality and fairness to prepare them as future platoon leaders and Officers in the US Army.

9. REMAINING BOARD BUSINESS. None.

10. ADJOURNMENT. With no further comments, Ms. Fulton adjourned the meeting at 3:43 pm. This concluded the April 4, 2016 Spring 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

ATTENDANCE ROSTER

Congressional Members:

Congressman Steve Womack		
Congressman Mike Pompeo	Departs 1510	Returns 1519
Congresswoman Loretta Sanchez	Departed 1401	

Presidential Appointees:

HON Bob Archuleta
Ms. Sue Fulton
Ms. Liz McNally
HON Gerald McGowan

The following members were absent:

Senator Kirsten Gillibrand
Senator Richard Burr
Senator Joni Ernst
Senator Chris Murphy
Congressman Steve Israel
Congressman Mike Conaway
Mr. Ethan Epstein

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 Howell, Outgoing Military Aide to ASA(M&RA)
LTC Larry Geddings, Incoming Military Aide to ASA(M&RA)
COL David Hamilton
MAJ Richard Hagner, SAFM-BUL
MAJ Patrick McGuigan, OCLL
CW4 Tina Cortez, 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 Diana Holland, Commandant of Cadets (USCC)
CSM Dawn Rippelmeyer, CSM-USCC
COL Robert Dickerson, Director of Intercollegiate Athletics
COL James Robinette, Staff Judge Advocate
SFC Joel Figueroa, Superintendent Communications NCO
COL Deborah McDonald, Director of Admissions
COL James Barren, USMA G3

COL Holly West, USMA G5
Mr. Leslie Brehm, USMA G8
Dr. Gerald Kobylski, USMA Deputy G5
Dr. Jean Blair, Assistant Dean of the Academic Board
LTC Christopher Kasker, Public Affairs Officer
LTC Rapheal (Joe) Hamilton
Dr. Donald Outing
Ms. Samantha Ross, SHARP Program Manager
Chaplain (COL) Matthew Pawlikowski
LTC John Cross, USMAPS Commandant
Annmarie Thompson, ODIA

Legislative Assistants:

Mr. Chad Sydnor (SEN Burr)
Ms. Moran Banai (SEN Gillibrand)
Mr. Jabari White (SEN Ernst)
Ms. Jessica Schwartz (REP Israel)

Members of the Public:

HON B.A. "Charlie" Murphy
Michael Randall, *Times Herald-Record*
Ms. Martha Meilleur



Admissions Update Class 2020

	Total	Women	African American	Hispanic	Scholars	Leaders	Athletes	Soldiers
Applicants	14,416	3,870	1,747	1,943	1,902	929	791	1073
Offers	1226	296 (24%)	95 (7.7%)	135 (11%)	595 (49%)	348 (28%)	170 (14%)	38 (3%)
Accepts	882	205 (23%)	74 (8.4%)	92 (10%)	379 (43%)	237 (27%)	156 (18%)	34 (4%)
O/S LOAs	48	11	17	5	7	6	26	2
O/S Civil Prep	1	1	0	0	0	0	1	0
O/S USMAPS	211	23	97	13	7	33	74	37
Obligations	1389	297 (21%)	204 (15%)	144 (10%)	537 (39%)	343 (25%)	265 (19%)	75 (6%)

Class Composition Comparison



Final Class Admitted Numbers (2014-2019)

CLASS	2014	2015	2016	2017	2018	2019	Population %
African Americans # Admitted (Goal)	9.1% 124 (8-12%)	10.7% 135 (12-15%)	8.6% 104 (12-15%)	9.5% 112 (12-15%)	13.9% 169 (11-13%)	15.1% 190 (>14%)	US – 13.1% Officer – 13.2% Enlisted – 22.5%
Hispanics #Admitted (Goal)	8.2% 114 (7-9%)	9.6% 123 (9-12%)	8.6% 103 (9-12%)	11.7% 128 (9-12%)	10.1% 122 (9-12%)	9.7% 123 (>11%)	US – 16.9% Officer – 7.0% Enlisted – 13.5%
Asians #Admitted (Goal)	N/A	6.1% 96 (4-6%)	7.1% 86 (4-6%)	7.1% 86 (4-6%)	7.8% 94 (4-6%)	8% 99 (>5%)	US – 5.1% Officer – 4.9% Enlisted – 2.5%
Women #Admitted (Goal)	17.9% 246 (16-20%)	16.6% 212 (14-20%)	15.9% 192 (14-20%)	15.8% 188 14-20%)	21.8% 264 (>20%)	22% 278 (>20%)	US – 50.8% Officer – 16.5% Enlisted – 13.0%
Scholars #Admitted (Goal)	28.2% 386 (>30%)	34.7% 437 (>30%)	33.9% 404 (>30%)	35% 418 (>30%)	38.4% 465 (>30%)	35.9% 454 (>30%)	
Leaders #Admitted (Goal)	18.5% 253 (>25%)	22.2% 280 (>25%)	25.5% 304 (>25%)	27.3% 326 (>25%)	22.9% 277 (>25%)	25.5% 322 (>25%)	
Athletes #Admitted (Goal)	18.9% 258 (18-23%)	15.9% 200 (18-23%)	18.5% 221 (18-23%)	17.5% 210 (18-23%)	21.5% 260 (>23%)	21.1% 266 (>23%)	
Soldiers #Admitted (Goal)	4.3% 52 (>7%)	6.2% 74 (>7%)	8.5% 102 (>7%)	10.8% 129 (>7%)	7.6% 92 (>7%)	6.5% 82 (>5%)	
Class Size	1368	1261	1192	1193	1212	1262	2



UNITED STATES MILITARY ACADEMY

WEST POINT.

Accession and Retention Rates Classes 2016 to 2019

Grad Class	Total			Women			African American			Hispanic		
	Enter	Retain	Attrition Rate	Enter	Retain	Attrition Rate	Enter	Retain	Attrition Rate	Enter	Retain	Attrition Rate
2016	1202	986	17.9%	192	155	19.3%	104	74	28.8%	121	95	21.5%
2017	1200	963	19.8%	188	151	19.7%	112	85	24.1%	145	123	15.2%
2018	1223	1093	10.6%	266	229	13.9%	169	142	15.9%	123	104	15.4%
2019	1280	1218	4.8%	282	266	5.7%	191	181	5.2%	143	136	4.9%
4 Year Avg.			13.1%			13.7%			16.3%			13.9%