

MINUTES
BOARD OF VISITORS ANNUAL MEETING
November 30, 2016
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. CHAIRWOMAN'S REMARKS. The Chairwoman, Ms. Brenda "Sue" Fulton, called the meeting to order and welcomed the members for being there.

3. SUPERINTENDENT'S REMARKS. Lieutenant General (LTG) Robert L. Caslen, Jr. welcomed the Board members to Washington and as his first order of business, he recognized key Congressional staff members with a Superintendent's Challenge Coin. The Superintendent's Challenge Coin is presented to individuals as recognition for their support and assistance. Those recognized were:

a. Aimee Rosen, from Congressman Steve Womack's Staff, who was instrumental in reserving the House Agriculture Committee Hearing Room

b. Yasmin Rey, House Agriculture Committee Staff, who provided excellent logistics support

c. John Konya, IT Director for the House Agriculture Committee, for his assistance to the Visual Information team and audio set up, and

d. Emily Keener, from Congressman Mike Conaway's staff, for her assistance in coordinating with the USMA staff during the initial planning for the meeting.

LTG Caslen went on to welcome Mr. Don Salo, the Deputy Assistant Secretary of the Army for Military Personnel and Quality of Life (DASA (MP & QOL)), who represented the Secretary of the Army at the meeting. He briefly discussed the upcoming Army/Navy Football Game, which will be held in Baltimore, Maryland on December 10, 2016.

4. MR. DONALD SALO'S REMARKS. Mr. Salo thanked the Board members for their attendance and extended the Secretary of the Army's appreciation to LTG Caslen for his leadership in the following areas:

a. Academic Excellence

b. Character Development

c. Oversight of Facilities at West Point

All of these enhance West Point's reputation as an institution of higher learning that produces high quality Army officers. He stated Secretary Fanning's priorities are to maintain readiness and set the conditions for the Army which calls on talents all Americans have to offer regardless of race, religion, and sexual identity, orientation, or preference. The US Army is open to all who

meet the standard, as it should also be at the Army's premier educational institution. Diversity and inclusion create an environment in which all members are valued and are part of developing future officers that are part of the mission of keeping the Army ready to defend America's security. Mr. Salo thanked the members for their active participation on the Board of Visitors.

5. ADMINISTRATIVE ANNOUNCEMENTS. COL Green, USMA Chief of Staff, briefly reviewed the July 11, 2016, meeting of the Board of Visitors. Included with the agenda for this meeting were copies of the USMA Charter, the Rules of the USMA Board of Visitors, and the minutes from the July 2016 meeting.

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.

Once the roll call was completed and administrative announcements were made, LTG Caslen presented Congresswoman Loretta Sanchez with a departing gift: "Gray's" print, a watercolor of Chaffey Point at West Point. Congresswoman Sanchez has served on the USMA Board of Visitors since January 2013.

7. BOARD BUSINESS.

a. The 2015 Annual Report of the USMA Board of Visitors was completed, printed, and mailed in September.

b. Minutes from the July 11, 2016 meeting were approved.

c. The Winter meeting date was set for March 9, 2017, in Washington, DC. The calendar for the 115th Congress had just been released, and Congress will be in session.

d. All members of the Board have been asked to send an updated resume or curriculum vitae (CV) to the Designated Federal Officer. As is customary during a presidential transition period, the DoD Advisory Committee Management Officer (ACMO) provides up-to-date information to the presidential and DoD transition teams. Ms. Fulton urged members who had not yet provided an updated resume or CV to do so by December 9, 2016.

a. USMA UPDATES.

(1) LTG Caslen reviewed the USMA Vision and Mission Statements, and the Superintendent's Priorities (see Appendix B).

(2) LTG Caslen reviewed key events since the July 2016 meeting. A complete list of these events can be found at Appendix B. LTG Caslen briefly discussed the following:

(a) Leadership, Ethics, Diversity, and Stem (LEADS) events, such as those held in Detroit, Atlanta, New York City, and Washington, DC.

(b) Tunnel to Towers Run in New York City. This 5K run takes place annually around September 11 (9/11); about 30,000 runners participate and about 2,000 members of the Corps of Cadets participated.

(c) The Annual Sexual Harassment and Assault Response and Prevention (SHARP) Summit. The format for this year's SHARP Summit was different and very successful.

(d) The annual Thayer Award, presented to an American citizen (not a USMA Graduate) who most exemplifies USMA's values of duty, honor, country, was presented in October to former FBI Director, Robert Mueller.

(4) LTG Caslen briefed the Board on some accomplishments in the first semester, including its rankings in several publications, including *Forbes*, *US News and World Report*, and others, as well as scholarship winners, including one Rhodes Scholar and one Marshall Scholar. One Cadet was accepted to Stanford Medical School and another to Harvard Medical School. USMA may also do very well in the Schwarzman Scholarship, in which chosen Cadets do graduate study in China. A complete list of both USMA's Rankings and Scholarship winners can be found in Appendix B.

(5) LTG Caslen then briefly discussed athletics, NCAA, Competitive Clubs, and Company Squads. In the NCAA, USMA has three victories over the Navy and three over the Air Force. With its current record of 6-5, the Army West Point Football team may be eligible for a bowl bid, for the first time in 10 years [Army was invited to, and won, the Heart of Dallas Bowl]. In competitive Club sports, seven Club teams are 2015 national champions, including boxing, fencing, triathlon, and Men's handball. In 2016, the triathlon team is a repeat national champion. Every Cadet participates in one of the three athletic programs – NCAA, Competitive Clubs or Company Athletics – fulfilling the motto "every Cadet an athlete."

(6) The Sandhurst competition is an international competition that occurs at West Point in the spring, pitting ten international teams against teams from the other Service Academies and ROTC. Each Cadet Company fields a Sandhurst team.

(7) The Strategic Plan: USMA is defined by its leader development outcome, referred to as the West Point Leader Development (WPLD) outcome. There are two strategic questions to be asked:

(a) What type of leaders does the Army need in the next 10, 20, 30 years? The simple answer is leaders of character who will fight and win the Nation's wars.

(b) How does USMA maintain preeminence and relevance over the next 10, 20, 30 years? Five missions:

- (1.) Build and sustain an effective and diverse team
- (2.) Promote Staff and Faculty excellence
- (3.) Develop and promote institutional intellectual capital
- (4.) Sustain a commitment to stewardship
- (5.) Ensure a culture of excellence in winning

Mr. Bob Archuleta: what we can do to retain young captains after their five years' service obligation ends. Mr. Salo pointed to a mentorship program in which senior officers mentor junior

officers and help them choose the right path for them; and the option for professional development training, such as having them attend Master's programs to get a graduate degree, both of which are designed to improve retention. LTG Caslen mentioned a program initiated several years ago, allowing cadets their branch of choice or post of choice in exchange for extending their active duty service obligation; some officers are now staying in the Army an additional three years or more because of this initiative.

b. USMA Construction Update: The USMA Engineer, Matt Talaber, and Chief of Staff, COL Wayne Green, briefed on USMA Construction. The new academic building (Multi-Purpose Academic Center or MPAC) is competing for funding in the amount of \$89 Million beginning with the fourth annual cycle of competition in the Army's military construction (MILCON) process. USMA competes with the top colleges and universities in the US for academic talent; to meet our mission, our academic resources must be competitive. COL Green then showed photos of USMA's declining academic infrastructure, as follows:

- (1) Basement mechanical room being used as a classroom
- (2) USMA's only high-bay engineering space is a loading dock in the rear of Mahan Hall
- (3) Many classes, particularly for aviation experimentation, are conducted outside, while peer colleges and universities conduct the same experiments inside
- (4) A closet area in Mahan Hall that has been converted to do cement projects
- (5) In the Electrical Engineering and Computer Science department, in Thayer Hall, and the Cyber classrooms in Mahan Hall, fans are used to cool the server rooms.

USMA is losing its competitive advantage to peer colleges and universities due to the older infrastructure and lack of academic upgrades. The MPAC would provide about 76,000 square feet of new academic labs, high-bay facilities, server rooms, etc. The original cost for the MPAC was \$120 Million because it included a parking garage, which was removed in order to get the cost below \$90 Million. Mr. Matt Talaber, the USMA Engineer and Director of Public Works explained the Academic Building Upgrade Program (ABUP) in which six essential building were identified is most in need of upgrades and repairs. The average age of these buildings is 93 years old. Thayer Hall, for example, was built in 1855 as an equestrian center, and repurposed in 1955 to an academic building; it has not seen major renovations since. These six buildings fall within USMA's National Historic Landmark District, so the buildings can't be demolished, only renovated. ABUP will have the same effect on the academic facilities that the Cadet Barracks Upgrade Program, or CBUP, had on Cadet Barracks. Full renovation to academic facilities would give each of these buildings about 50 more years of life. The full cost of the ABUP would be about \$800 Million, and take about nine years to complete. The challenges and way ahead are to sustain funding for the CBUP, which has made a huge difference in the quality of life for Cadets and determining how ABUP is funded in the future. Both programs proved to be organized, tested well, and proved they came from the Army sustainable readiness model.

COL Green reminded the Board that USMA is the number two Liberal Arts College in the US and the number four Engineering college, and proposed that delivering high quality officers to the Army, including new Cyber lieutenants, was worth the investment.

There were some questions from Congressman Mike Conaway regarding the costs of renovation, which Mr. Talaber answered. LTG Caslen asked the Chair, Ms. Fulton, to see if the Board members would write a letter in support of the Multi-Purpose Academic Center, to be provided as the Army begins discussions over the next few weeks to determine MILCON projects for the five-year development plan. Ms. Fulton added, before having a motion made, that many of the Board members had seen the academic facilities, and mentioned that many of the facilities look the same as they did when she attended in 1976 and that she would strongly support the request. She asked if USMA's staff could draft a letter for the Board members to comment on, to which LTG Caslen said he could have the letter drafted the next day.

Ms. Fulton then asked if there was a motion to draft a letter to Army Leadership supporting the funding of an MPAC. A motion was made, seconded, and approved. A copy of the letter, with Board members' signatures, is at Appendix C.

c. Admissions Update: COL Deborah McDonald, Director of Admissions, updated the Board on the incoming class of 2021, along with a comparison between the US population, Enlisted, Officer, and the USMA Cadets. The comparison, which is included in Appendix B, includes the current classes at West Point. The incoming class of 2021, as of November 23, 2017, had 625 obligations, including offers, acceptances and any outstanding letters of assurance (conditional offers), and the USMA Preparatory School (USMAPS), for a class of 1,250..

One trend at West Point and the Naval Academy this year was a downturn in applicant files, most notably in Caucasian males. USMA's Office of Economic and Manpower Analysis (OEMA) analyzed this trend over the last 20 years, and concluded that it isn't outside of the normal trend. The Admissions Office has been aggressively marketing to women and minorities over the last few years, so USMA has seen a 37 percent increase of women applicants in the last three years. In the next 20-40 years, 60 percent of the US population will identify as non-white; currently over 50 percent of children less than five years of age identify as non-white. Mr. McGowan asked if there was a breakdown by religious affiliation. COL McDonald stated that there is no question about religion in the admissions process, but once the Cadets enter the Military Academy, there is a survey that requests religious affiliation. COL Holly West, USMA G5 (Policy) provided Mr. McGowan with a religious breakdown via e-mail following the meeting. This document is in Appendix D of these minutes.

c. Commandant of Cadets:

BG Diana Holland had three topics to discuss at the meeting:

(1) Explain the increasing intensity of the Military Program at West Point, beyond the traditional summer training

(2) Provide feedback on the performance of the recent class (the class of 2016), as they have gone to their courses, Fort Benning in particular

(3) Highlights and observations in areas of gender integration

Cadet Summer Training has expanded beyond Cadet Basic Training, when Cadet Candidates entered USMA, and Cadet Field Training, when rising Yearlings participated in their second

summer. Cadet training events have increased from two events to 15 events, including but not limited to the following:

(1) Cadet Leader Development Training, a new graduation requirement. This is two to three weeks of tactical leadership training, based on Ranger School. The missions are challenging, but recent graduates report this is one of the most valuable experiences at West Point.

(2) Cadet Candidate Basic Training at USMAPS – Cadets serve as cadre supervising a shortened version of Cadet Basic Training to integrate Cadet Candidates into the Prep School.

(3) Summer Leader Experience (SLE), an Admissions program that brings high school juniors to West Point, led by cadets. There are two iterations of this program during the summer.

(4) Additional optional military schools include Airborne School, Air Assault School at West Point, Combat Diver Qualification Course at Ft. Bragg, and international schools such as the Georgian Mountain School, Chilean Mountain School and French Commando School.

BG Holland went on to discuss the academic year. Of 139 clubs at West Point, nine are specifically geared towards military skills and competencies. Also, "Commandant Saturdays," selected Saturday mornings during the Academic Year, are geared specifically towards military training.

BG Holland's next topic was intellectual development in the Military Program. USCC now has a Defense and Strategic Studies major, which currently has 151 participants, making it the sixth most popular major at West Point. The Modern War Institute is the research arm of the Department of Military Instruction (DMI) and provides additional intellectual capacity for DMI, the Cadets and the Army. USCC hosted the War Studies Conference, with the topic, Strategic Deterrence, which was raised in order to discuss how strategic deterrence is used in the operating environment Cadets will see. The simulation center, or the Cave Automatic Virtual Environment (CAVE), provides a virtual environment for Cadets to train in a number of different combat environments around the world.

Command Sergeant Major (CSM) Rippelmeyer and BG Holland had an opportunity to visit Ft Benning for the Infantry Basic Officer Leadership Course (IBOLC) graduation on October 26, the first IBOLC that included women.

- USMA had 47 members of the Class of 2016 in IBOLC, 42 men and 5 women, and 98% graduated.
- The top graduate was Second Lieutenant Donny Goth, a Rugby player and Regimental CSM while at USMA.
- Fourteen of the graduates were on the Commandant's List (defined as in the top 20 percent).
- West Point graduates at both the Infantry and Armor BOLCs said they were well prepared for the courses.

Thirty three Second Lieutenants attended Ranger School.

18 passed the first time, without recycling. The 19th graduated a cycle later, and one Lieutenant is still in the course. 19/33 exceeds the average graduation rate from Ranger School.

The next topic BG Holland briefed the Board on was on Gender Integration. Of the five women who attended the Infantry Officer Basic Course that graduated on October 26, four graduated, and three were on the Commandant's List. The women were required to pass the same high physical standards as the men. Three women who graduated from USMA passed the Ranger Physical Fitness Test and are ready to attend Ranger School (two are currently in Ranger School and one will attend the course that begins in January). There is also one woman graduate at Ranger School who was recycled, and two women from the class of 2014 that branch transferred from Field Artillery to Infantry and were at Fort Benning.

LTG Caslen added that one of the women from the Class of 2014 was a Rhodes Scholar and the valedictorian of the class, and just returned from Oxford. She originally branched Engineer, then once Infantry became available changed branches. The feedback from the men who graduated from Ranger School is that West Point is doing a good job; the physical fitness part is not an issue, however more training needs to be done specifically on patrolling and land navigation, in order to ensure graduates pass Ranger School. The Commandant put together a course that focused on land navigation, physical preparation and patrolling in order to improve Cadets' readiness for Ranger School.

Boxing was the BG Holland's next topic. At the last meeting, USMA was in the final approval stage to make boxing a mandatory graduation requirement for women cadets as well as men. The Academic Board approved the change and the Class of 2020 is the first class where both men and women box. There are four rounds to integrate women into boxing; round one is complete with 12 percent of the women of the Class of 2020 having completed the course (all passed). There was resounding positive feedback from men and women. Round two is underway and will bring the number of women in the Class of 2020 who've completed the course to 25 percent. The Army Women's Boxing Club has expanded as well, as more women become interested.

The last topic BG Holland briefed to the Board was Class of 2017 Branching. On Branch Night, seven women selected Infantry, and eight women selected Armor, as either a primary Branch or branch detail. For comparison, the Class of 2016 branched five women into Infantry and three into Armor. The Commandant noted that, on average, a Cadet changes their mind on their branch at least four times before their Branch Night.

Mr. Epstein asked if the Corps of Cadets receives any specific training on Social Media. BG Holland answered that social media guidelines and limitations are taught during Cadet Character Development in a number of ways, including one that was borrowed from the Office of Intercollegiate Athletics (ODIA). Mr. Eugene "Boo" Corrigan, Athletic Director, reported that ODIA brought in a group called Defensive Communications, who meet in small groups and review everyone's Twitter and other social media. The Cadets think their accounts are private; the group calls out the Cadets on inappropriate or attacking posts and ask the Cadet to explain what they meant. The realization that their comments can be widely viewed motivated the Cadets to think differently about social media. The program was so successful that the Commandant work with Defensive Communications to train more cadets.

d. Dean of the Academic Board: BG Jebb reported that the curriculum revision is in its second year, starting with the Class of 2019. The number of course majors Cadets can choose from increased from 10 to 13. Changes to the curriculum:

(1) Rewriting "Educating Future Army Officers for a Changing World" in order to get to the "why" behind the curriculum: why USMA has a liberal education, study in depth, choice and academic goals.

(2) Developing "Redbook" descriptions for the new curriculum to assist Cadets. Cadets have a choice of over 37 majors and expanded choices of minors.

(3) Capturing 2nd and 3rd order effects. Some faculty allocations need to be reviewed; this kind of review typically takes a couple of years after curriculum change.

(4) January 19, 2017 Offsite to share the Strategic Posture Statement, which will be the starting point of this offsite. The purpose of the offsite is to keep the conversation on a strategic level. The posture statement was developed based on looking back at West Point historically and a homogeneous Corps of Cadets taught by a homogeneous staff and faculty with a set of defined roles and responsibilities.

(5) March 3, 2017 Reflection Day in order to take some unhurried moments of pause to see where we are and share different assessments about the new curriculum and see how it might need to be adjusted as the semester goes forward.

BG Jebb then highlighted faculty Fulbright Scholars, Dr. Kenny McDonald and Professor Tim Bakken; and the Combating Terrorism Center (CTC) Director, LTC Bryan Price, testifying before Congress. She also highlighted Cadet successes, including defeating the USAFA Debate Team, and Northeast Regional Ethics Bowl Competition, to name a few. Full examples of Faculty and Cadet Excellence can be found at Appendix B.

e. SHARP Update: LTG Caslen updated the Board on Sexual Harassment and Assault Response and Prevention (SHARP), including Incident Reporting Trends for academic years (AY) 14-15, 15-16, and 16-17 to date. The trend information included the number of unrestricted reports (investigated and the survivor received the help she/he needed), restricted reports (not investigated and the survivor received the help she/he needed), conversions from unrestricted to restricted, and the number of reports that were substantiated for AY 14-15 and 15-16. In AY 14-15 and 15-16, about 50 percent of the reports were substantiated. In AY16-17, the number of restricted reports has risen considerably over the number of unrestricted reports. Of the 17 substantiated cases only one was adjudicated by civilian law enforcement that trial is scheduled to be held in Philadelphia, but has not yet occurred.

Senator Kirsten Gillibrand asked if there was a memorandum of understanding with local law enforcement. If not, what is the practice? Do local law enforcements assume USMA is adjudicating the cases? COL James Robinette, USMA Staff Judge Advocate, addressed these questions. Ordinarily, if there is a civilian victim, and the crime happens in a civilian jurisdiction, the civilian jurisdiction has the first right to prosecute; if the civilian jurisdiction doesn't want to prosecute, USMA will go forward with a case to the extent possible. Senator Gillibrand asked if civilians are included in the restricted and unrestricted number. COL Robinette answered that only civilian victims are reflected in the numbers. SEN Gillibrand then asked how many Cadets are victims. LTG Caslen noted that in AY15-16, of the 19 cases, seven Cadets were assailants, while 16 of the 19 cases the victims were Cadets and three victims were civilians.

LTG Caslen identified three key causes for restricted reports, or lack of reporting:

- (1) Fear of retaliation/reprisal
- (2) Handled it alone (usually by avoiding the perpetrator)
- (3) Didn't want to ruin the career of the offender

Senator Gillibrand questioned the survivors' confidence in the system given so many restricted reports. She noted that "fear of reprisal or retaliation," is a large problem across the Armed Forces. Given that fear, she said that she could understand why survivors would want to "handle it alone." She also noted that the third point is an institutional problem; if survivors believe they are ruining someone's career, then they aren't defining rape, sexual assault or harassment, as criminal, abhorrent or as unfitting for anyone graduating from USMA. She noted that such perpetrators shouldn't be in the military regardless of "how great they are" – and the Cadets may not be getting this message. Congressman Conaway then asked if all the reports were rapes. The answer was that very few of the reports were rapes. LTG Caslen then noted that according to the Uniform Code of Military Justice (UCMJ), Article 120 covers everything from unwanted sexual contact (groping) through penetration (rape), so whether there was unwanted sexual contact, groping, or rape, it is all covered under Article 120 of the UCMJ.

In any of those cases, an investigation takes place, and if substantiated, significant action is taken. Cadets see the high substantiation rate in many of the cases, whether it's a court martial or a misconduct investigation (administrative action under the Cadet Code). Senator Gillibrand asked what type of incidents the 17 were. COL Robinette noted the two most egregious cases:

1. An alleged rape that went to a contested court martial. The Cadet was acquitted, held over for graduation and is now in the Army
2. An assault by a classmate was taken to court martial, but when the alleged offender accepted resignation with an "other than honorable" discharge, the victim accepted that outcome.

COL Robinette noted some other cases, the types of incidents and adjudications. Mr. Epstein then asked if it possible for Cadets to view pornography while on post. Ms. Samantha Ross, SHARP Program Manager noted they can get it on their cell phones. COL Green noted that pornography is blocked from the government networks, however if they use their own provider on personal devices, they can still get pornography on their wireless devices. Ms. Ross noted that roughly 50 percent of reports that were done in person had to do with alcohol.

LTG Caslen noted that the preliminary results of the Sexual Assault and Gender Relations study would come out in December through the Department of Defense. The survey was taken last spring by Cadets at all three major US Military Service Academies. The SHARP Incident Reporting Trends, including Root Causes, and Strategic Implications are in Appendix B.

Samantha Ross then discussed the SHARP Summit s held September 29-30, 2016 at West Point. The purpose of the Summit was "to generate a community experience that will foster honest and reflective exploration of the human dynamics of love, relationships and intimacy." There were two guest speakers, Dr. Alexandra Solomon whose topic was "Hook-Up Culture" and Dr. Michael Kimmel, whose topic was "Masculinity." The Cadets provided very positive feedback; they enjoyed the speakers "being real" with them, and found it relevant to their lives. Topics that were suggested for next year's SHARP Summit include the following:

- (1) Consent and Alcohol
- (2) Building Upstanders; Tips for intervening in bad situations
- (3) Abstinence
- (4) Healthy Femininity, Body Image
- (5) LGBTQ Relationships
- (6) Toxic Relationships
- (7) Healthy Dating ("Cadating," Dual Military)

f. **Athletic Update:** Mr. Boo Corrigan, the Athletic Director briefly updated the Board about the Army West Point Athletic Association (AWPAA), a 501(c)3 organization, approved in the NDAA a year ago. USMA is still working with Army staff to get the AWPAA established. The issue is how to ensure the tracking of funds is compliant with all regulations and auditable. USMA is hoping the AWPAA will be stood up in the near future as a 501(c)3. One unanticipated issue was allowing coaches who reside on post to have their children attend the DoD Elementary and Middle Schools on West Point. At this point, tuition must be paid by non-military coaches or the Athletic Department. The tuition for the DoD schools is \$22,000 per student, compared to \$13,000 per student in a private school or in the Highland Falls/Fort Montgomery School District. USMA is attempting to negotiate the cost with DoD to lower the cost of tuition. At this point, DoD is not receptive to changing the legislation.

ODIA has been able to raise money for the funding of new facilities for the Athletic Department; the 100% privately-funded Lacrosse building is almost finished.

Mr. Corrigan then discussed the Academic Progress Rate for USMA NCAA teams as compared to the Navy, Air Force and other Division 1 NCAA institutions. The APR tracks grades, retention, and graduation rates of players, and can affect college football bowl bids. Army West Point is ranked 7th out of 128 teams in APR.

h. **Upcoming Events:** Due to time constraints, upcoming events were not discussed, however, a full list of upcoming events can be found in Appendix B.

9. REMAINING BOARD BUSINESS.

Congressman Conaway identified the pictures in the Agriculture Committee Hearing Room, explaining that the flag of Texas is displayed as he is the Chairman of the Committee and from Texas.

Congressman Sean Patrick Maloney complimented COL Deborah McDonald and her staff, for working with him on diversity issues.

Ms. Fulton thanked LTG Caslen and his staff noting that this might be the last meeting for many of the Presidential Appointees, due to the recent Presidential election and transition.

10. ADJOURNMENT. With no further comments, Ms. Fulton adjourned the meeting at 4:31pm. This concluded the November 30, 2016, Fall Meeting of the USMA Board of Visitors.

Certified by:

BRENDA SUE FULTON
Chair
USMA Board of Visitors

DEADRA GHOSTLAW
Designated Federal Officer,
USMA Board of Visitors

APPENDIX A

ATTENDANCE ROSTER

Congressional Members:

Senator Richard Burr
Senator Kirsten Gillibrand
Senator Joni Ernst
Senator Chris Murphy
Congressman Steve Womack
Congressman Mike Conaway
Congressman Sean Patrick Maloney
Congresswoman Loretta Sanchez

Presidential Appointees:

HON Bob Archuleta
Ms. Sue Fulton
Ms. Liz McNally
Mr. Ethan Epstein
HON Gerald McGowan

The following members were absent:

Congressman Mike Pompeo

Based on the BOV attendance, a quorum was present.

Other attendees:

Mr. Donald "Don" A. Salo, Deputy Assistant Secretary of the Army for Military Personnel and Quality of Life (DASA(MP&QOL))
MAJ Noela Bacon, Aide to DASA(MP&QOL)
MAJ Richard Hagner, SAFM-BUL
MAJ Patrick McGuigan, OCLL

USMA Command and Staff Members in Attendance:

LTG Robert L. Caslen, Jr., Superintendent of the United States Military Academy
CSM Timothy Guden, USMA Command Sergeant Major
COL Wayne A. Green, USMA Chief of Staff
COL Gregory Boylan, Superintendent's XO
MAJ Terry N. Hilderbrand, Superintendent's Aide de Camp
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, USCC Command Sergeant Major
Mr. Eugene Corrigan, Director of Intercollegiate Athletics
Mr. Matthew Talaber, USMA Engineer/Director of Public Works
COL James Robinette, Staff Judge Advocate
COL Deborah McDonald, Director of Admissions
SFC Joel Figueroa, Superintendent Communications NCO

COL Holly West, USMA G5
LTC Christopher Kasker, Public Affairs Officer
Ms. Samantha Ross, SHARP Program Manager
Mr. Charles "Bo" Thompson, Sound Engineer
Mr. Scott Blair, Sound Engineer

Legislative Assistants:

Mr. Chad Sydnor (SEN Burr)
Ms. Moran Banai (SEN Gillibrand)
Mr. Kurt Freshley (SEN Ernst)
Mr. Alec Johnson (SEN Murphy)

The following received Superintendent Coins, then departed:

Ms. Yasmin Rey (House Agriculture Committee Staffer)
Mr. John Konya (House Agriculture Committee IT Director)
Ms. Emily Keener (REP Conaway)
Ms. Aimee Rosen (REP Womack)

Members of the Public:

Mr. Warren Whitlock, Deputy Assistant Secretary of the Army for Diversity and Leadership
Mr. Trevor Kenney
Mr. Greg Matthieson



**West Point is the preeminent leader
development institution in the world.**

“Inspired to serve.”

To educate, train, and inspire
the Corps of Cadets so that each graduate
is a commissioned leader of character
committed to the values of
Duty, Honor, Country
and prepared for a career of professional
excellence and service to the Nation as
an officer in the United States Army.

- **Leader Development:** Produce military leaders prepared to fight and win America's wars.
 - **Honorable Living:** Develop leaders who live honorably 24/7, who have internalized the values of Duty, Honor, Country, and the values of our Army. Ensure that climate exists here at West Point.
 - **Sexual Harassment/Assault/Command Climate:** Develop leaders who lead with command climates of dignity and respect, where everyone on the team feels value added, and feels secure both physically and emotionally. Ensure that climate exists at West Point.
 - **Winning Culture:** Develop leaders who build a culture of excellence and winning in everything we do. We will win honorably, not changing our standards nor who we are.
 - **Diversity:** Develop leaders who recognize and leverage the power of diverse teams. Continue to build and retain a diverse USMA team, both within the Corps of Cadets and our staff and faculty.
 - **Standards and Discipline:** Develop leaders who establish and maintain the highest standards and discipline in the Army.
- **Force Protection:** Ensure West Point remains a safe and secure installation for the Corps of Cadets, staff and faculty and their families, and our guests.
- **New York City:** Continue to build our partnership with New York City to enhance Cadet development and enrich our connection with the American people.
- **Beat Navy!**



UNITED STATES MILITARY ACADEMY

WEST POINT

Key Events since last BOV

Cadet Field Training Runback-Class of 2019	25 Jul	GEN Allyn VCSEA LPD to Staff and Faculty	21 Oct
Cadet Basic Training Marchback-Class of 2020	8 Aug	Dr. Mark Emmert NCAA President Visit	21-22 Oct
Reorganization Week	8-12 Aug	Hall of Fame Weekend	21-22 Oct
Superintendent's Convocation	9 Aug	Parents/Family Weekend	21-23 Oct
Acceptance Day-Class of 2020	13 Aug	CYCON US – International Conference (DC)	21-23 Oct
Affirmation Ceremony-Class of 2018	14 Aug	Complex Battlespaces Workshop	24-26 Oct
First Day of Classes	15 Aug	Admissions Minority Visit	27-29 Oct
USMA Strategic Offsite (NYC)	23-24 Aug	USMAPS Family Weekend	28-30 Oct
Ring Weekend-Class of 2017	26-28 Aug	GEN Franks' Retirement Dinner	1 Nov
Funeral for last USMA Buffalo Soldier	3 Sep	Executive Steering Group (CSA and SECArmy)	9 Nov
LEADS Diversity Conference (Los Angeles)	8-11 Sep	Student Conference on US Affairs 68	9-12 Nov
Visitors Center Ground Breaking	9 Sep	Band Performs at NFL Game (Jets v. Rams)	13 Nov
Branch Week	12-16 Sep	Modern War Institute War Studies Conference	13-15 Nov
GEN Votel CDR CENTCOM Visit	15 Sep	Branch Night for Class of 2017	17 Nov
Nininger Award (MAJ Matt Chaney (USMA'01))	22 Sep	NYC HS Senior Visit	19-20 Nov
NYC Tunnels to Towers Run	25 Sep	Band Performs at Macy's Day Parade	24 Nov
Gettysburg Staff Ride (Team Captains)	27-28 Sep		
USMA SHARP Summit	29-30 Sep		
LEADS Diversity Conference (Detroit)	29 Sep		
Thayer Award (Robert Mueller)	6 Oct		
LTG Williams NATO Land Forces CDR LPD	7 Oct		
WP Debate Tournament	7-9 Oct		
Hosted NHL Preseason Game (Panthers vs. Devils)	8 Oct		
USMA Classes '96, '01, '06, '11 Homecoming	13-16 Oct		

US News and World Report - 2017

- #1 High School Counselor Ranking
- #2 Public Liberal Arts College
- #4 Best Undergrad Engineering Programs
- #19 National Liberal Arts College

Forbes - 2016

- #1 Public College
- #6 Liberal Arts college
- #11 in the Northeast

(ranked #14 overall; USNA #24 – only two public colleges in Top 25)

Princeton Review - 2016

- #1 Most Accessible Professors (6th year in a row!!)
- #1 Students Study the Most
- #2 Everybody Plays Intramural Sports
- #2 Best College Library
- #3 Best Health Services
- #3 Most Active Student Government

College Choice - 2016

- #14 Best Bachelor's in Engineering Degree Program (USFA #17, USNA #18)

Business Insider- 2015

- #13 Best College campus (only Academy in Top 20)





UNITED STATES MILITARY ACADEMY
WEST POINT.

Population Comparison

Population	US	Enlisted	Officer	USMA Cadet
African Americans	13.1%	22.5%	13.2%	12.5%
Hispanics	16.9%	13.5%	7.0%	10.1%
Asians	5.1%	2.5%	4.9%	10.2%
Women	50.8%	13.0%	16.5%	19.9%

Faculty Excellence (a few examples)



Outreach

Shrinking the haystack
Efforts to bring the search for guerrillas and terrorists' safe houses and weapons caches

Network Science
Center: Developed
C/SCARE-A
software that uses IED
blasts to pinpoint
workshops and caches

Subverting
Reality: The
Role of
Propaganda in
21st Century
Intelligence



Fulbright Scholar, Dr. Kenny
McDonald & Professor Tim Bakken



Dr. John Farr
2016 ASEM
Meritorious
Service
Award winner



CTC Director, LTC Bryan Price,
testifying before Congress

College Choice rated
USMA nuclear engineering
4th best in the Nation

Aesop's
Wolves: the
Deceptive
Appearance of
Espionage and
Attacks in
Cyberspace



Studying Naïve Users
and the Insider Threat
with SimpleFlow

D/Systems
Engineering's
Engineering
Management
Program awarded
ASEM Founder's
Award for program
leadership

The Ethics of
Military
Privatization:
The US Armed
Contractor
Phenomenon



Cadet Excellence (a few examples)



Cadets brief capstone project to MG Chinn, US Army South Commander.



3 day multi-sector cyber exercise in NYC led by ACI and Citigroup. **C3T finished 9th**, first ever Top 10 finish in the North American Championships



West Point Ethics Bowl Team wins Northeast Regional Competition



Russian Language Trip to Brighton Beach



West Point Debate Team defeats USAFA



CDT Matthew Benjamin presents at the Army Research Laboratory / USM Technical Symposium.



SCUSA 68: Democracy & Democratization – Challenges and Opportunities



Cadet capstone project provides a method for the Army to assess small unit energy requirements



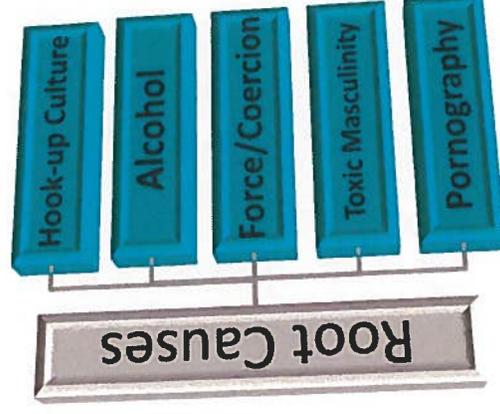
Cadet Jordan Isham co-authored a Small Wars Journal article

Incident Reporting Trends

Annual Year	Unrestricted	Restricted	Conversion	Substantiated
14-15	18	1	3	10
15-16	19	7	1	7
16-17	6	15	3	

AY 14-15 & 15-16

Substantiation rate ~50%



- 1 case in past 3 years has been retained by Civilian Law Enforcement
- Reporting trends - static past 3 years
- Why restricted reports or not reporting at all?
 - Fear of retaliation/reprisal
 - Handled it alone (usually by avoidance)
 - Didn't want to ruin career of alleged offender



UNITED STATES MILITARY ACADEMY
WEST POINT

Upcoming Events at USMA

Admissions Educator Visit	29 Nov-01 Dec	Davis Barracks Dedication Ceremony	21 Mar
West Point Band Holiday Shows	3-4 Dec	15 th WP Diversity Leadership Conference	21-23 Mar
Army vs Navy (Football)	10 Dec	Admissions Minority Visit	23-25 Mar
Final Exams	12-17 Dec	Band Bicentennial concert (NYC)	25 Mar
December Graduation	16 Dec	Foreign Academy Exchange Program Host	25 Mar-2 Apr
Band Broadcast Performance (Albany)	17 Dec	Civ-Mil Conference	31 Mar
Winter Break	18 Dec-3 Jan	McDonald Cadet Leadership Conference	29 Mar-2 Apr
Reorganization Week	4-8 Jan	Sandhurst	8 Apr
2 nd Semester Begins	9 Jan	Cyber Defense Exercise	10-14 Apr
500 th Night Weekend	13-15 Jan	DAD Congressional Visit	19-21 Apr
Inaugural Parade (DC)	20 Jan	Mission Command Conference	20 Apr
RMC Weekend (WP)	20-22 Jan	NCAA Men's Gymnastics Championships	20-22 Apr
National Conference on Ethics in America	24-26 Jan	Inter-Service Academy Parachute Competition	21-23 Apr
Yearling Winter Weekend	3-5 Feb	38 th Annual WP National Orienteering Meet	22-23 Apr
Post Night	8 Feb	National Scout Meet	22-23 Apr
100 th Weekend	16-19 Feb	Senior Conference 53	23-25 Apr
Admissions Minority Visit	16-18 Feb	Boy Scout Camporee	28-30 Apr
West Point Model UN Invitational	25-26 Feb	Retiree Appreciation Day	29 Apr
CORPS Founders Day Dinne	2 Mar		
Kermit Roosevelt Lecture '17	6-7 Mar		
Plebe Parents Weekend	10-12 Mar		
Foreign Academy Exchange Program Visi	10-19 Mar		
Spring Break	11-19 Mar		
Chilean International Patrol Competition	13-15 Mar		



BOARD OF VISITORS
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK, 10996

December 1, 2016

Secretary of the Army
101 Army Pentagon
Washington, DC 20310-0101

Chief of Staff of the Army
200 Army Pentagon
Washington, DC 20310-0201

Dear Secretary Fanning and General Milley:

The United States Military Academy Board of Visitors recently held its winter meeting in Washington, DC. The update we received from Lieutenant General Caslen and his staff gave us confidence that the Academy is making excellent progress in the areas of academic, physical, military, and character development in our young cadets. However, one area that concerned us was the Academy's dated academic infrastructure and the fact that many of its engineering laboratory and cyber education facilities are inadequate and insufficient to maintain a competitive advantage in today's cutting-edge educational environment.

As the Federal Advisory Committee to the world's premier leader development institution, we recognize that to develop leaders who are creative thinkers and adaptive problem solvers, we need the mentor and grow those leaders.

We understand that you are aware of West Point's current efforts to compete the Multi-Purpose Academic Center for Innovation, Engineering and Cyber Education (MPAC) among the Army's future construction priorities. We also understand that your top two priorities are Readiness and Future Army. To that end, we respectfully request that you consider the MPAC in the Army's future funding as this advisory body considers leader development in the areas of Cyber and STEM to be critically important, if not central, to readiness and the Army's future posture.

Sincerely,

A handwritten signature in black ink, appearing to read "BSF", written over a horizontal line.

BRENDA SUE FULTON
Asbury Park, NJ
Chair

A handwritten signature in blue ink, appearing to read "Steve Womack", written over a horizontal line.

STEVE WOMACK
United States House of Representatives
Vice Chair



KIRSTEN GILLIBRAND
United States Senate



RICHARD BURR
United States Senate



CHRISTOPHER MURPHY
United States Senate



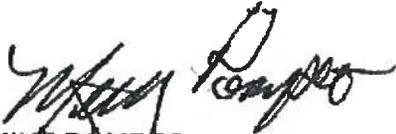
MIKE CONAWAY
United States House of Representatives



SEAN PATRICK MALONEY
United States House of Representatives



LORETTA SANCHEZ
United States House of Representatives



MIKE POMPEO
United States House of Representatives



BOB J. ARCHULETA
Pico Rivera, CA



ETHAN EPSTEIN
Albuquerque, NM



ELIZABETH MCNALLY
Scarsdale, NY



GERALD MCGOWAN
Arlington, VA

Appendix D

usma_grad_yr	Gender	Religion	Total	Percentage Within Gender
2017 M		Buddhist	4	0.4%
2017 M		Hindu	1	0.1%
2017 M		Jewish	13	1.4%
2017 M		Mormon	15	1.7%
2017 M		Muslim	5	0.6%
2017 M		No religious preference	91	10.1%
2017 M		Other (Unitarian)	9	1.0%
2017 M		Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science)	1	0.1%
2017 M		Protestant	422	46.9%
2017 M		Roman Catholic	328	36.4%
2017 M		Secular philosophies (Atheist, Agnostic)	11	1.2%
		Total Males	900	100.0%
2017 F		Hindu	1	0.6%
2017 F		Jewish	2	1.2%
2017 F		Mormon	2	1.2%
2017 F		No religious preference	16	9.5%
2017 F		Protestant	79	46.7%
2017 F		Roman Catholic	68	40.2%
2017 F		Secular philosophies (Atheist, Agnostic)	1	0.6%
		Total Females	169	100.0%

usma_grad_yr	Gender	Religion	Total	Percentage Within Gender
2018	M	Buddhist	4	0.5%
2018	M	Hindu	3	0.3%
2018	M	Jewish	12	1.4%
2018	M	Mormon	6	0.7%
2018	M	Muslim	5	0.6%
2018	M	No religious preference	71	8.3%
2018	M	Other (Unitarian)	5	0.6%
2018	M	Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science)	4	0.5%
2018	M	Protestant	453	52.8%
2018	M	Roman Catholic	279	32.5%
2018	M	Secular philosophies (Atheist, Agnostic)	16	1.9%
Total Males			858	100.0%
2018	F	Jewish	6	2.7%
2018	F	No religious preference	25	11.4%
2018	F	Other (Unitarian)	2	0.9%
2018	F	Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science)	1	0.5%
2018	F	Protestant	110	50.2%
2018	F	Roman Catholic	73	33.3%
2018	F	Secular philosophies (Atheist, Agnostic)	2	0.9%
Total Females			219	100.0%

Percentage Within Gender

usma_grad_yr	Gender	Religion	Total	Percentage Within Gender
2019	M	Buddhist	6	0.7%
2019	M	Hindu	1	0.1%
2019	M	Jewish	11	1.2%
2019	M	Mormon	16	1.8%
2019	M	Muslim	10	1.1%
2019	M	No religious preference	56	6.2%
2019	M	Other (Unitarian)	5	0.6%
2019	M	Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science)	4	0.4%
2019	M	Protestant	450	50.2%
2019	M	Roman Catholic	325	36.2%
2019	M	Secular philosophies (Atheist, Agnostic)	13	1.4%
Total Males			897	100.0%

2019	F	Buddhist	4	1.6%
2019	F	Hindu	2	0.8%
2019	F	Jewish	2	0.8%
2019	F	Mormon	2	0.8%
2019	F	No religious preference	25	9.8%
2019	F	Other (Unitarian)	6	2.3%
2019	F	Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science)	2	0.8%
2019	F	Protestant	119	46.5%
2019	F	Roman Catholic	92	35.9%
2019	F	Secular philosophies (Atheist, Agnostic)	2	0.8%
Total Females			256	100.0%

usma_grad_yr	Gender	Religion	Total	Percentage Within Gender
2020	M	Buddhist	7	0.7%
2020	M	Hindu	4	0.4%
2020	M	Jewish	4	0.4%
2020	M	Mormon	13	1.3%
2020	M	Muslim	3	0.3%
2020	M	No religious preference	88	8.7%
2020	M	Other (Unitarian)	4	0.4%
2020	M	Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science)	7	0.7%
2020	M	Protestant	542	53.4%
2020	M	Roman Catholic	320	31.5%
2020	M	Secular philosophies (Atheist, Agnostic)	23	2.3%
Total Males			1,015	100.0%

2020	F	Buddhist	2	0.7%
2020	F	Hindu	1	0.4%
2020	F	Jewish	4	1.5%
2020	F	Mormon	2	0.7%
2020	F	Muslim	3	1.1%
2020	F	No religious preference	20	7.3%
2020	F	Other (Unitarian)	2	0.7%
2020	F	Other Christian (Eastern Orthodox, Latter-day Saints, Christian Science)	1	0.4%
2020	F	Protestant	148	54.2%
2020	F	Roman Catholic	87	31.9%
2020	F	Secular philosophies (Atheist, Agnostic)	3	1.1%
Total Females			273	100.0%