

UNITED STATES MILITARY ACADEMY
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WEST POINT®



Board of Visitors Meeting
United States Military Academy
28 March 2023





- **Opening Statements**
- **Board Business**
 - Swear In Presidential Appointees
 - Elect 2022 Chair and Vice Chair
 - Approve Minutes from Fall 2022 meeting
 - 2023 Rules for the USMA Board of Visitors
 - Set Date for the Summer 2023 meeting
 - Open Discussion
- **Superintendent's Update**
 - Review and Assessment of Mission and Strategy (SUPE's Initial Assessment)
- **Line of Effort 2: Culture of Character Growth**
 - SAGR Overview and Way Forward - Discussion
 - Comprehensive Prevention and Resiliency - Discussion
- **Break**
- **Line of Effort 1: Developing Leaders of Character**
 - Academic Program Highlights
 - Cadet Summer Training 2023 Discussion
 - Athletic Update
- **Line of Effort 3: Build Diverse and Effective Winning Teams**
 - Admissions Discussion
- **Closing Remarks**



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**Congressman Womack
Opening Remarks**



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**Superintendent
Lt. Gen. Steven W. Gilland
Opening Remarks**



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Dr. Agnes Schaefer
Opening Remarks



1. Swear In Presidential Appointees
2. Elect 2023 Chair & Vice Chair
3. Approve Rules of Board of Visitors
4. Approve Minutes – OCT 2022 Meeting
5. Next Board Meeting – 24 July 2023

Year	2021	2022	2023
First Meeting	Mar (Virtual)	MAR (DC)	28 MAR (DC)
Second Meeting	July (WP) CST	July (WP) CST	24 July (WP)
Third Meeting	Nov (WP) UMASS	OCT (WP)	(T) Fall (WP)



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**Superintendent
Lt. Gen. Steven W. Gilland
Update**



SUPE 61 EXPECTATIONS

Creeds:

- Soldier
- NCO
- Civilian
- Ranger
- Cadet

STANDARDS

KNOW

ADHERE

ENFORCE

Oaths

- R-Day
- A-Day
- Officer
- Civilian

DUTY • HONOR • COUNTRY

EDUCATE • TRAIN • INSPIRE

**LIVE
HONORABLY**

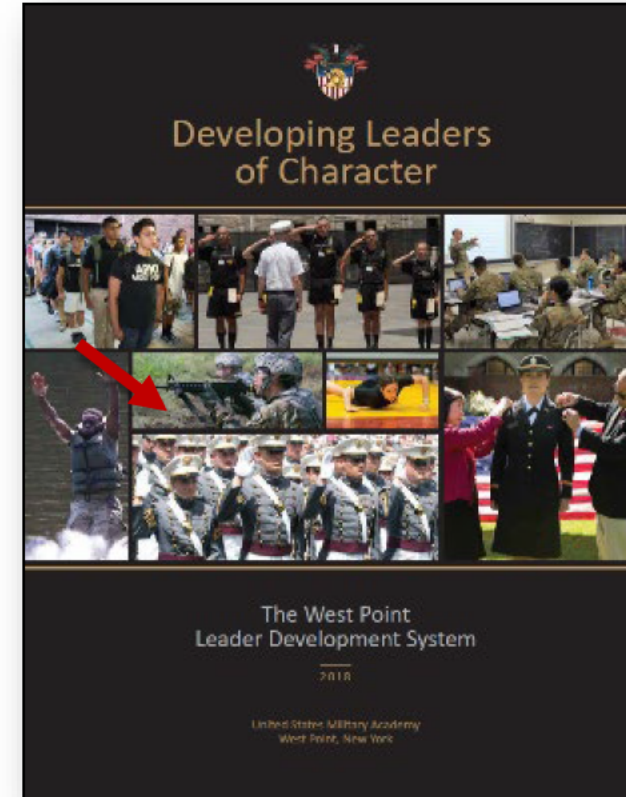
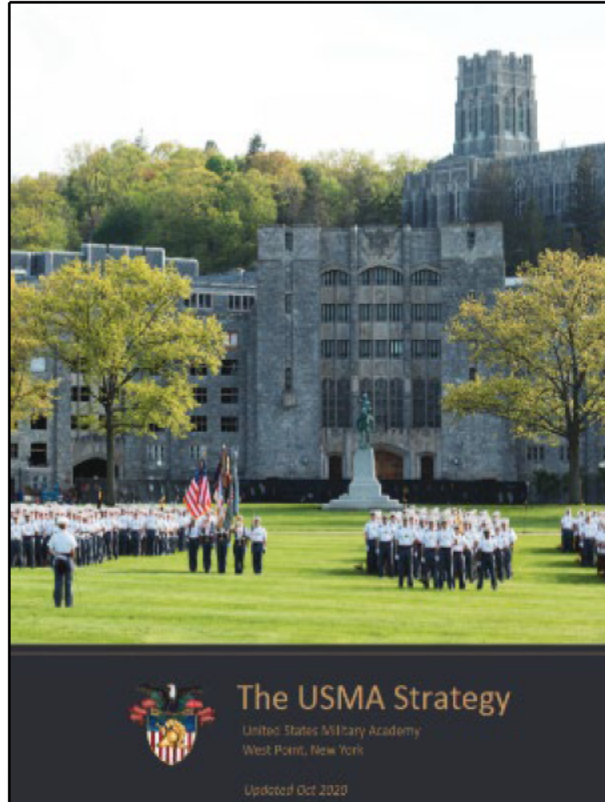
**LEAD
HONORABLY**

**DEMONSTRATE
EXCELLENCE**

BE POSITIVE

DO YOUR BEST

**BE A GOOD
TEAMMATE**

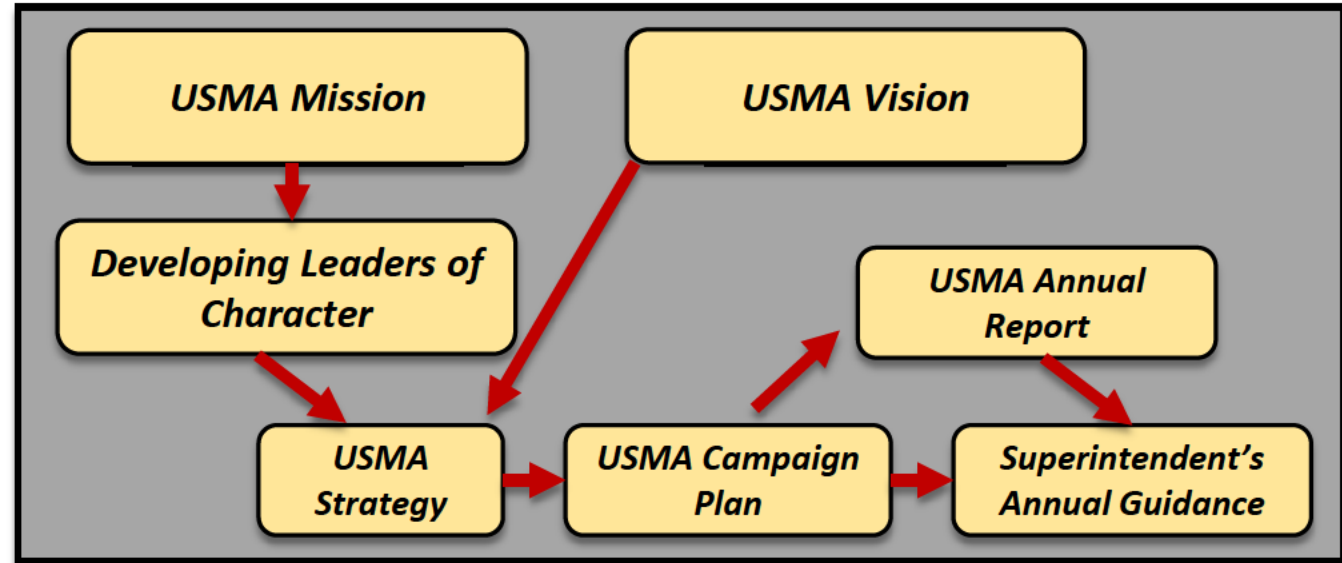


**Review and Assessment of Mission and Strategy (SUPE's Initial Assessment) –
Contributing to the Army of 2040
Dr. Jerry Kobylski**



Superintendent's External Review Team (23 – 27 Jan 2023)

- **Critical Components:**
 - Superintendent's initial assessment
 - USMA's Institutional Effectiveness processes
- **USMA level focus**
 - Mission and Lines of Effort
 - Cadet Honor Code and Honor System
 - Cadet Character Development
 - Cadet Time
- **Composition of Team**
 - Diverse talents
 - Leveraging of alumni





USMA Strategy

- LOE 1 Develop Leaders of Character
- LOE 2 Cultivate a Culture of Character Growth
- LOE 3 Build Diverse and Effective Winning Teams
- LOE 4 Modernize, Sustain and Secure
- LOE 5 Strengthen Partnerships

Army Lines of Effort

1. People

- Talent of Cadets, Staff, and Faculty
- Comprehensive Prevention
- Improvements in Holistic Health

2. Readiness

- Mission Achievement
- Force Protection (effective plans and measures)

3. Modernization

- Stewardship and upgrades of installation grounds and facilities
- Technology (transition to Microsoft Office 365 and Mission Command)
- Robust capacity for data literacy, storage, sharing, use, and analytics



USMA Strategy (considerations)

LOE 1 Develop Leaders of Character

- Cadet Application to Affirmation Ceremony (Expectations & Culture)
- Affirmation Ceremony to Commissioning (Emphasize accountability)
- Develop West Point staff and faculty (e.g., “second graduating class”)

LOE 2 Cultivate a Culture of Character Growth (Positive Command Climate)

- Better incorporate primary prevention and health and holistic fitness

LOE 3 Build (and retain) a Diverse and Talented Team

- Corps of Cadets; Staff and Faculty; West Point Community

LOE 4 Modernize, Sustain and Secure

LOE 5 Strengthen Partnerships

Army Lines of Effort

1. People

- Improvement of USMA’s culture of character growth
 - Prevention of Sexual Harassment and Sexual Assault
 - Honor Review Follow Up
 - Development and Implementation of a DEI Plan informed by the current D&I Plan (Middle States Accreditation)
- Talent acquisition

2. Readiness

- Developing Leaders of Character
 - Character (and honor) education, integration, and assessment
 - Cadet Committee roles for education
 - Evolving curriculum
- Refinement of opportunities to support the Army Campaign Plan 2023-2030

3. Modernization

- Continued emphasis and support for USMA 2035 (facilities)
- Improved data literacy, use, and analytics



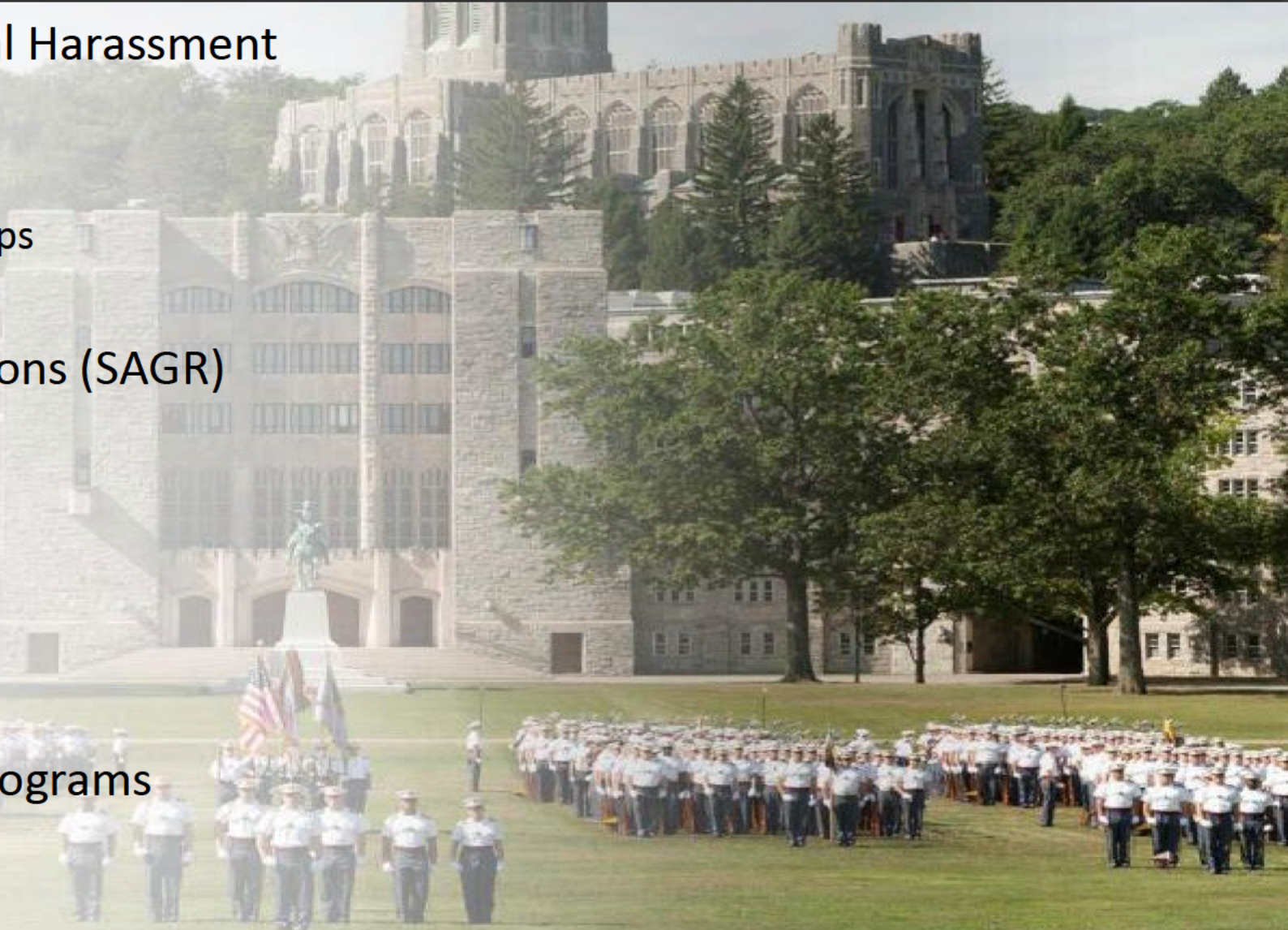
SAGR Overview & Way Forward



SHARP Program Manager
Prevention Specialist
Dr. Corrine Wilsey



- Military Service Academy Sexual Harassment & Violence Report (MSA SH&V)
 - Conducted Annually
 - Program Compliance/Focus Groups
 - Reports of SH&V
- Service Academy Gender Relations (SAGR)
 - Every 2 years
 - Last SAGR in 2018 due to COVID
 - Prevalence of SH&V
- Released March 2023
- SAGR prevalence data helps to inform current prevention programs



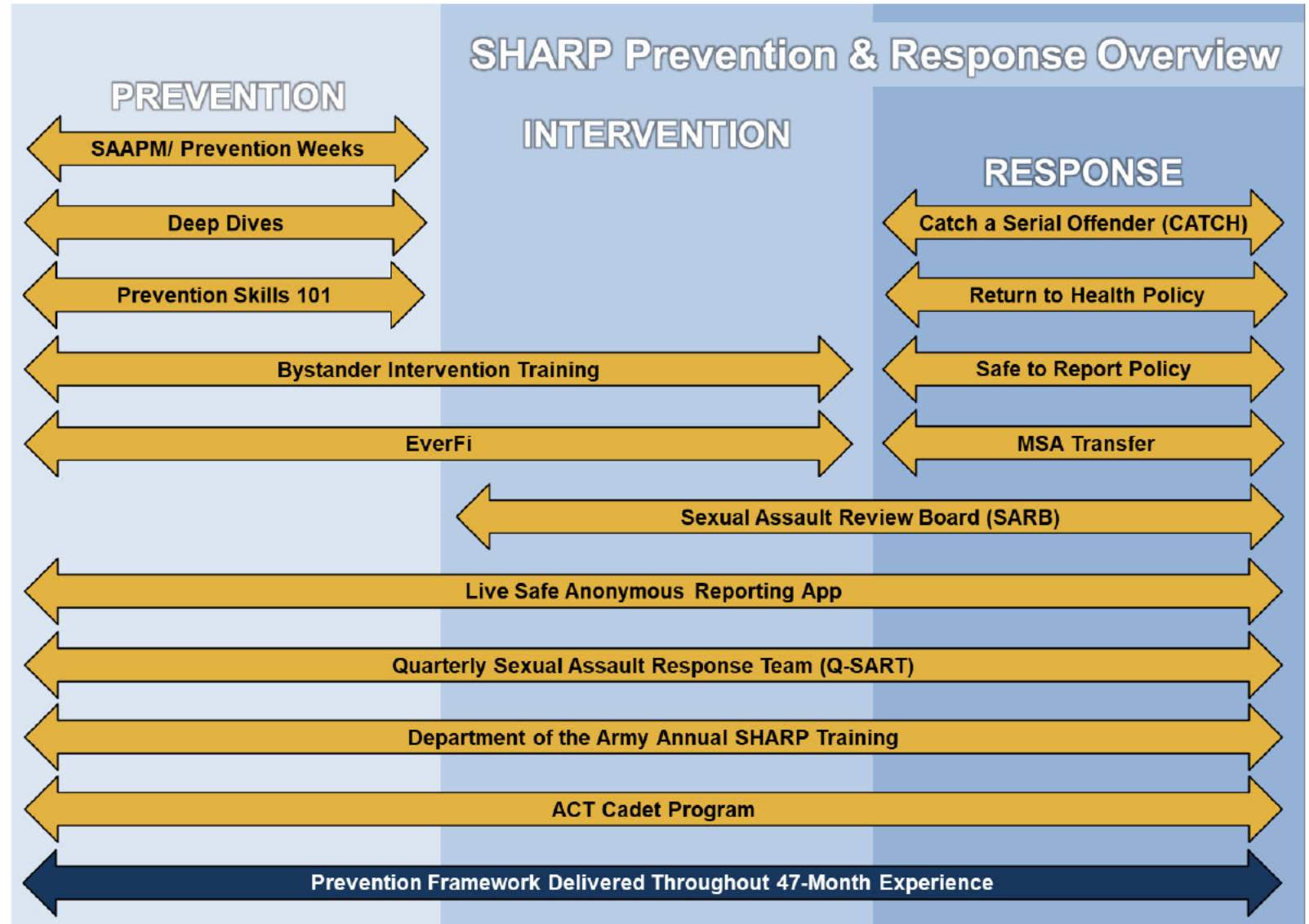


- Unwanted Sexual Contact (USC) increased across all three service academies
 - USC includes three categories: unwanted touching; attempted penetration; completed penetration
- At USMA, unwanted touching is the only category to show a statistically significant increase
 - Most who disclosed unwanted touching indicated that it was not serious enough to report
- Main risk factor for being a sexual assault victim is being a prior victim and not seeking help
 - Survey indicated that more Cadets entered USMA with a prior USC experience
- This is an issue across higher education, not limited to MSAs
 - Prevalence rates higher overall at civilian colleges/universities



Current Efforts In SHARP

- Prevention foundation begins prior to R-Day
- Available resources
- Collaborative approach
- Tailored to leadership and peer influencer identified needs
- Ongoing assessments conducted

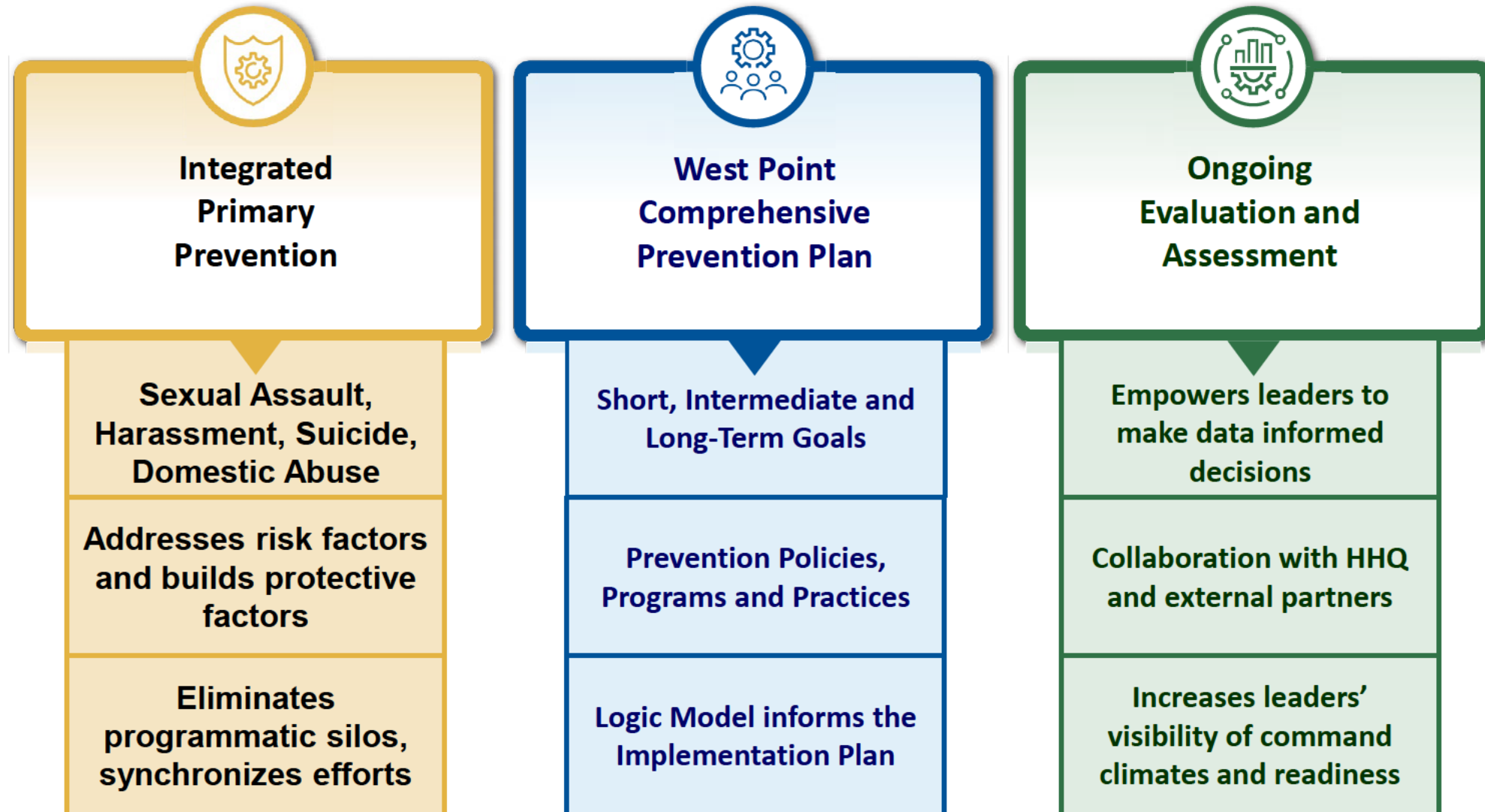




Comprehensive Prevention & Resiliency

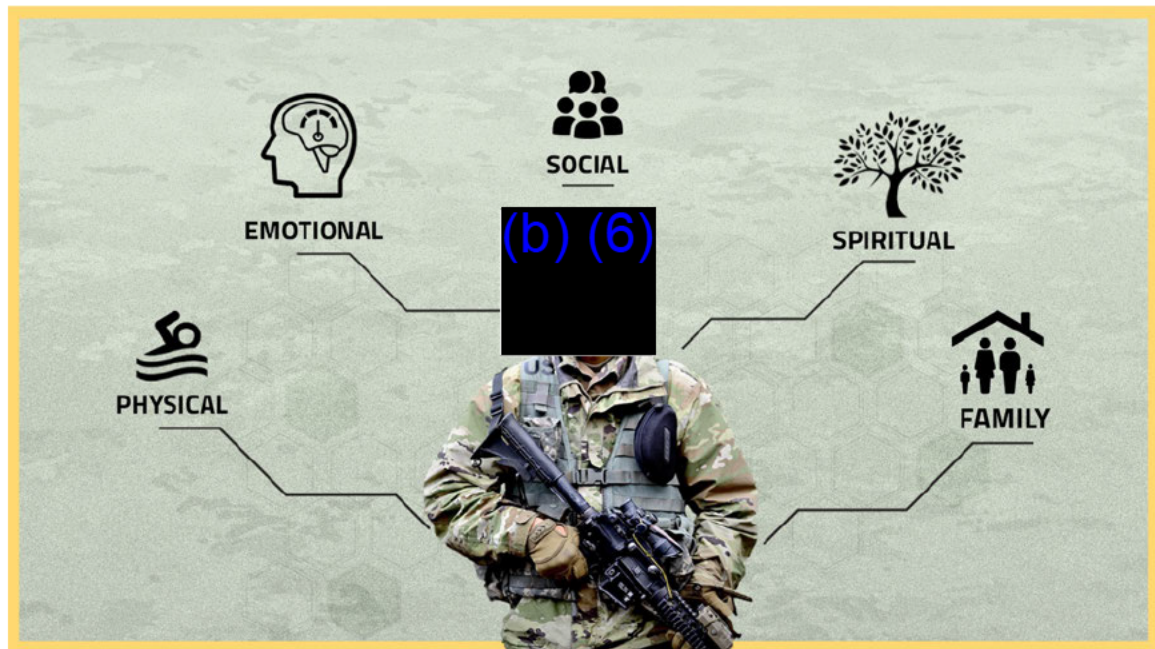


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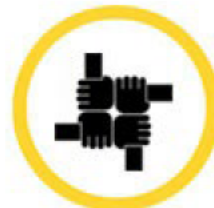




West Point Ready & Resilient (R2) Components



Comprehensive Primary Prevention



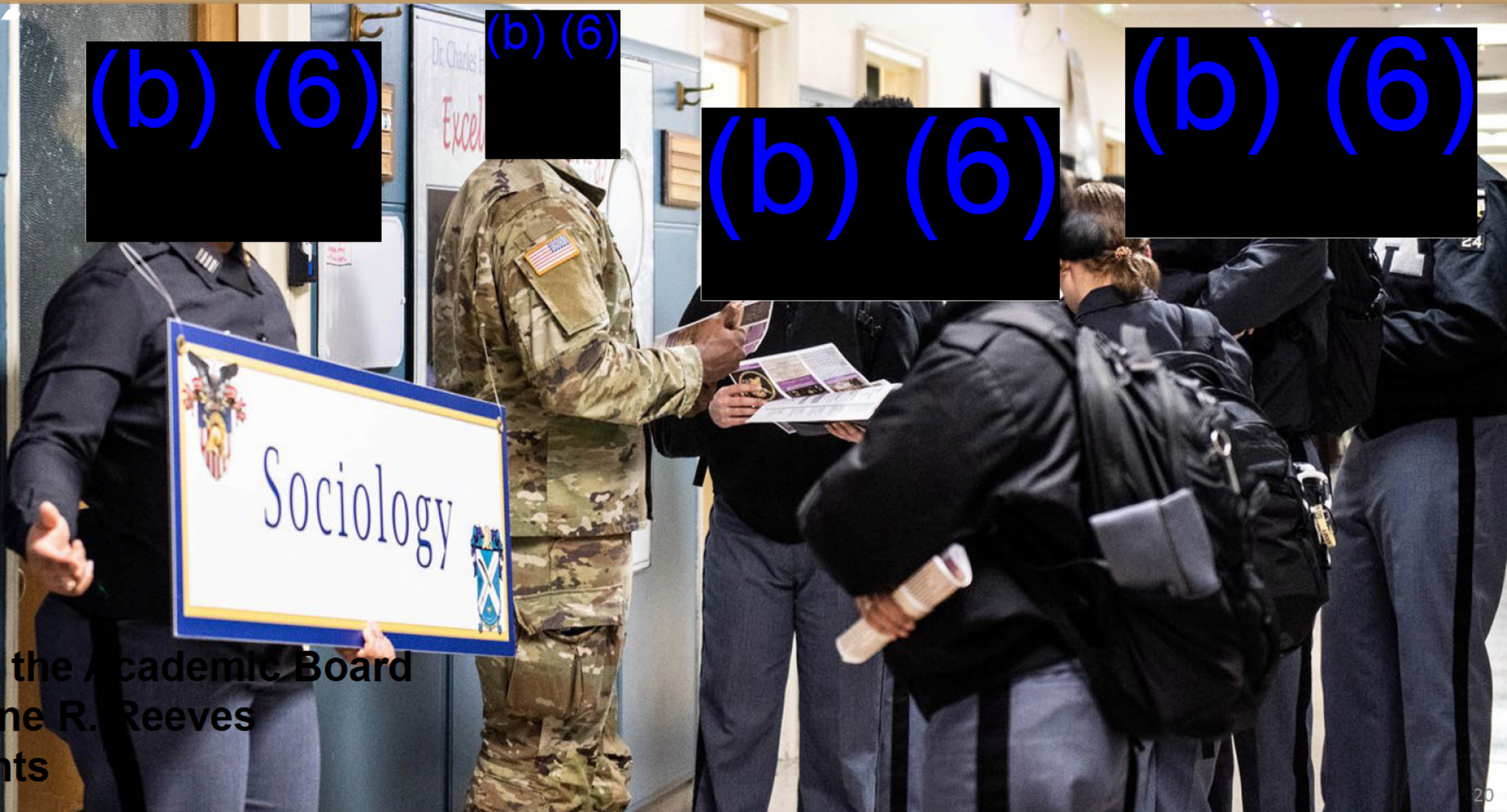
Mental Resiliency & Spiritual Integration



Community Resiliency



Holistic Health & Fitness



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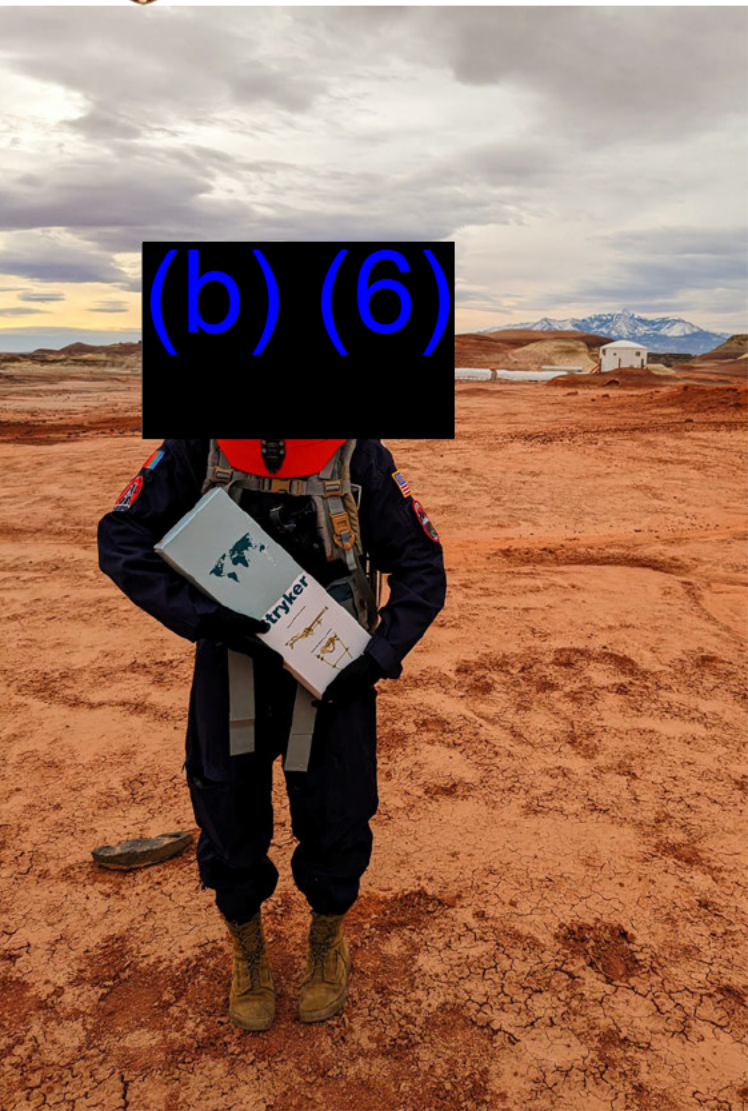
Dean of the Academic Board
BG Shane R. Reeves
Highlights



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Called to Serve: Military Leadership in a Democratic Republic

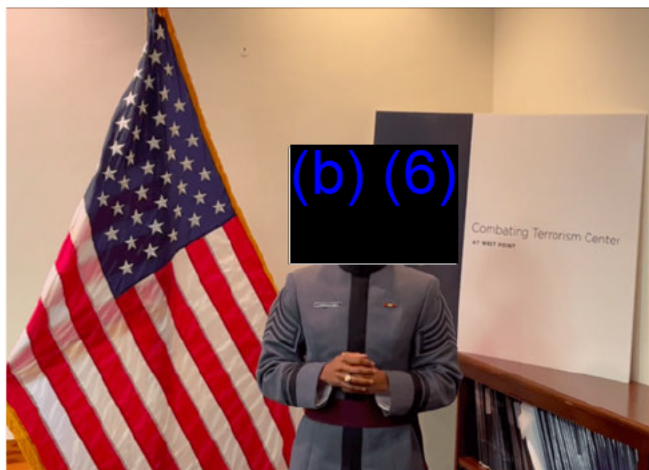
Next Academic Year Theme
*Innovation, Technology, and the
Future of National Defense*



(b) (5), (b) (6) at the Mars Desert Research Station in Hanksville, Utah



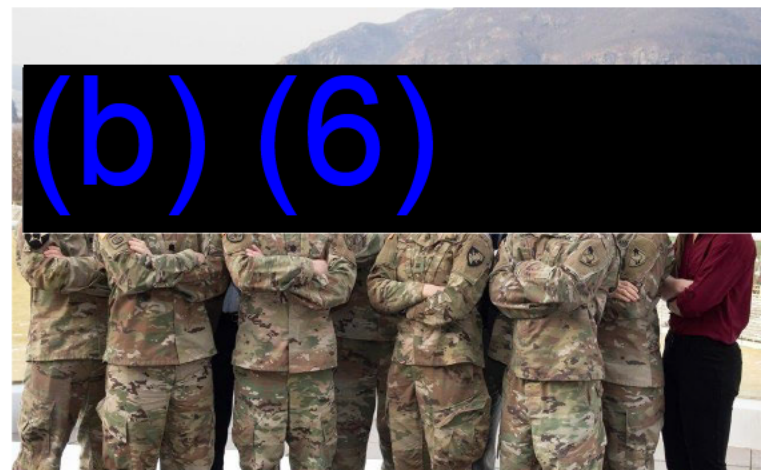
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2023 Rhodes Scholarship Winners



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CTC and CLS teamed up to help answer an Army special mission unit's urgent questions on biothreats and bioterrorism



(b) (6) interdisciplinary team won an \$925k grant to continue their research on energy security and resilience at West Point



- **West Point Press is the publishing arm of the United States Military Academy at West Point – helping maintain our position as the intellectual center of the Army**
- **Ensure West Point remains a top-tier institution that attracts and retains the best students and faculty**



Monographs



eTextbooks



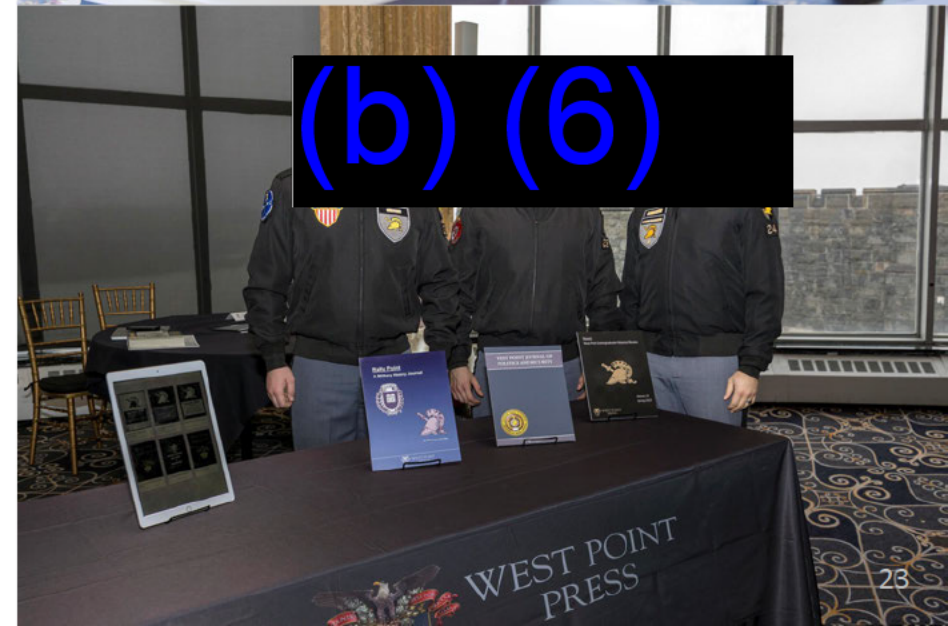
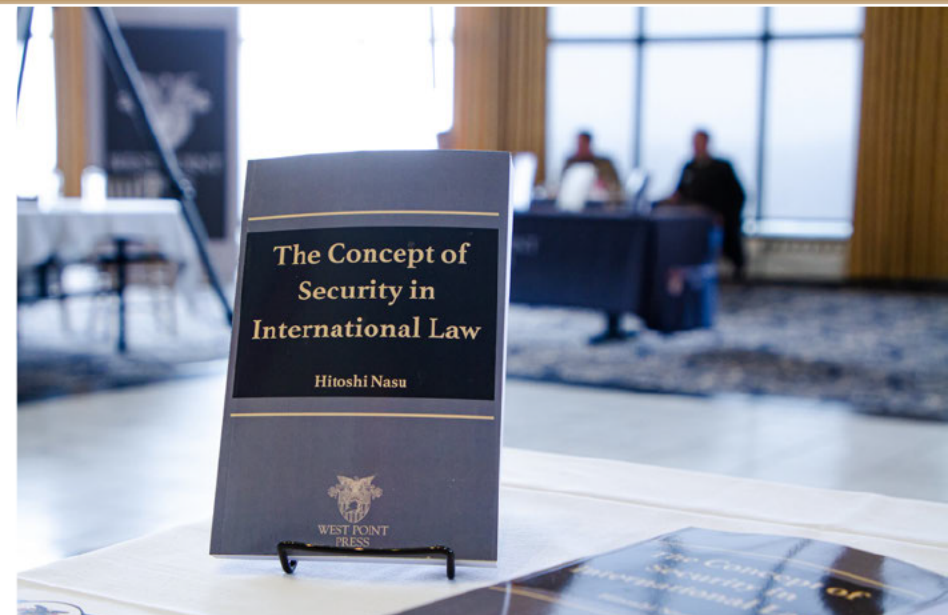
Podcasts



Articles



Open Access
Journals



WEST POINT PRESS



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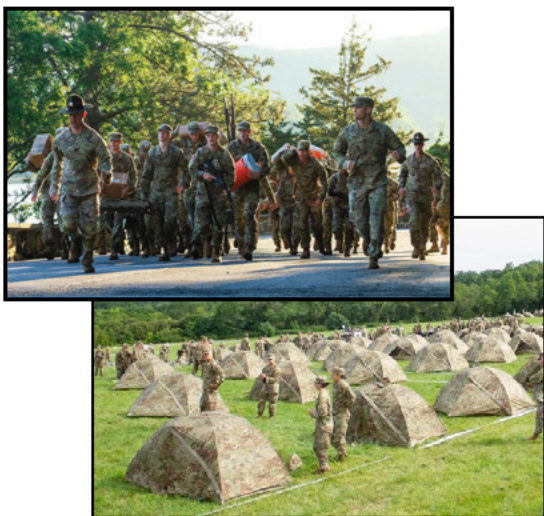
**Commandant
BG Mark Quander
Cadet Summer Training (CST) 2023 Discussion**



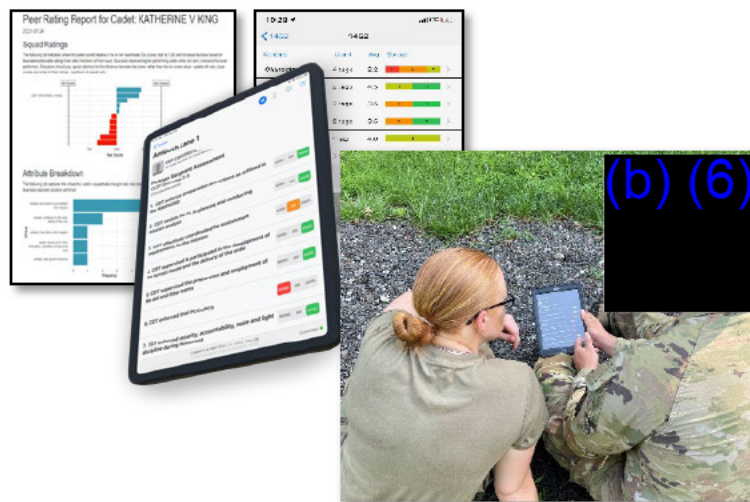
Cadet Summer Training



Team Building Approach & Methodology



Leveraging Technology for Leader Development

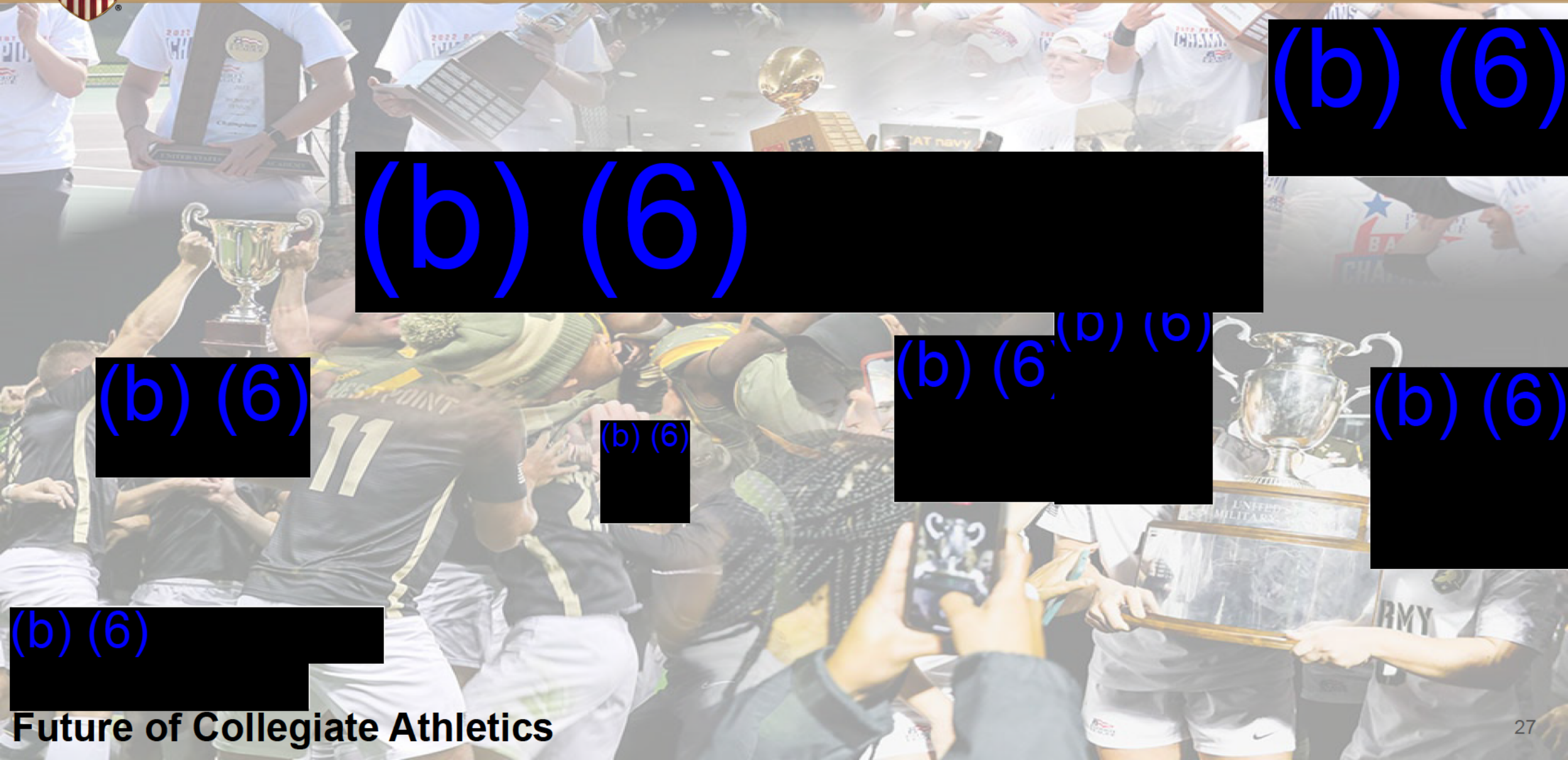


Partnerships with Cadet Command & Forces Command





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Admissions



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Admissions



- **Decreased Applicant Pool**
 - Similar trends across higher ed
- **Medical evaluations delaying qualification**
- **Increased declinations**
 - Top choices: Navy, Air Force, Other College, ROTC Scholarship
 - 67% accept Navy
- **Increased offers**



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Final Remarks