



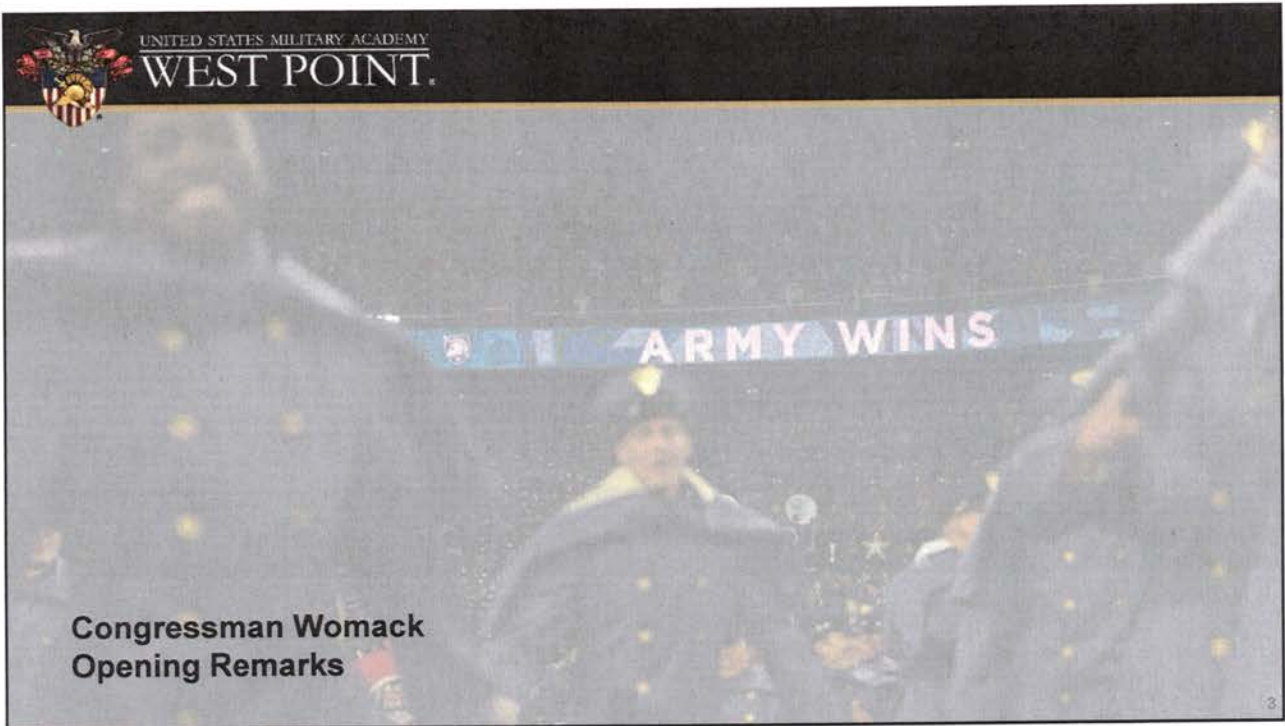
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UNITED STATES MILITARY ACADEMY
WEST POINT

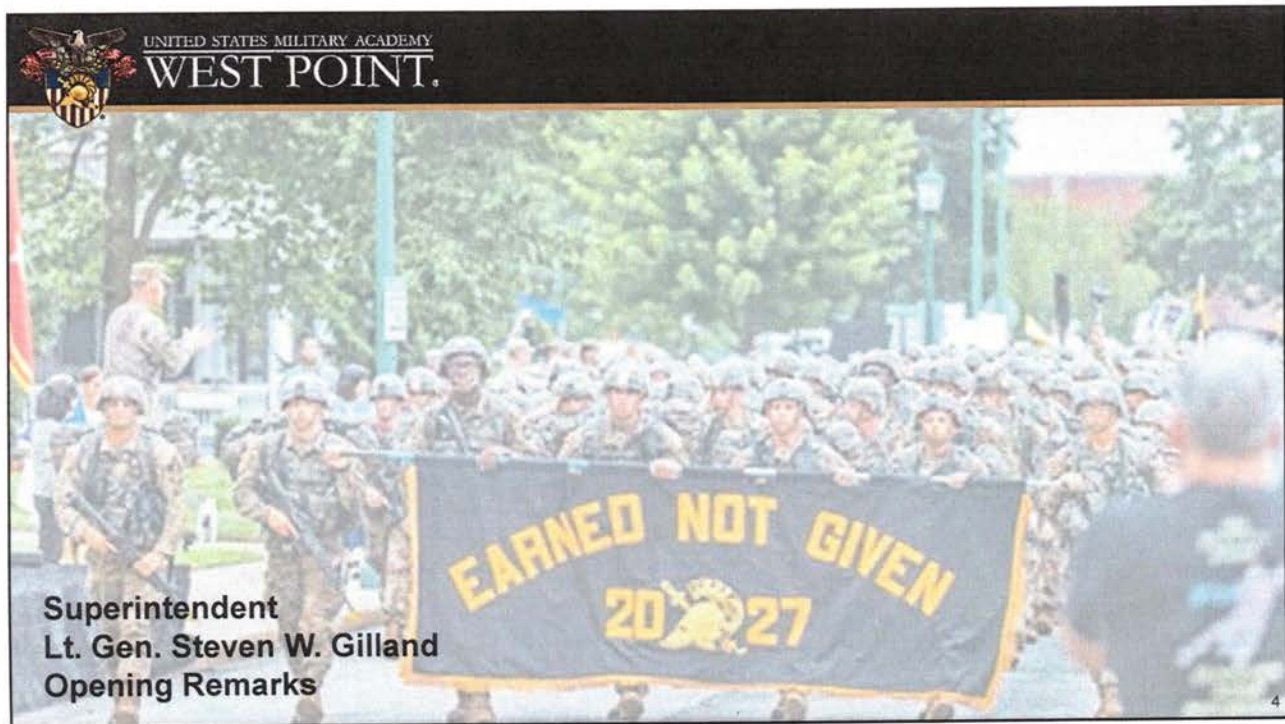
Agenda

- **Opening Statements**
- **Board Business**
 - Swear in Members
 - Elect 2024 Chair and Vice Chair
 - Approve Rules of Board of Visitors
 - Approve minutes from Summer 2023 meeting
 - Set date for the Summer 2024 meeting
 - Open Discussion
- **SA remarks**
- **Superintendent's Update**
 - Strategic Planning Update (Mission & Strategy)
 - Effects of CR/Budget
 - Facility Investment Plan Status & Way Forward
- **LOE 4: Continuously Transform Toward Preeminence**
- **LOE 5: Strengthen Partnerships**
 - College Athletics Landscape Observations
 - Conference Expansion
 - NIL/Transfers
 - Michie Stadium Preservation Project
- **Break**
 - Academic Program Innovation
- **LOE 1: Develop Leaders of Character Who Live Honorably, Lead Honorably, and Demonstrate Excellence**
- **LOE 2: Promote a Professional Climate**
 - Efforts in Support of Character Development
- **Closing Remarks – End of Meeting**

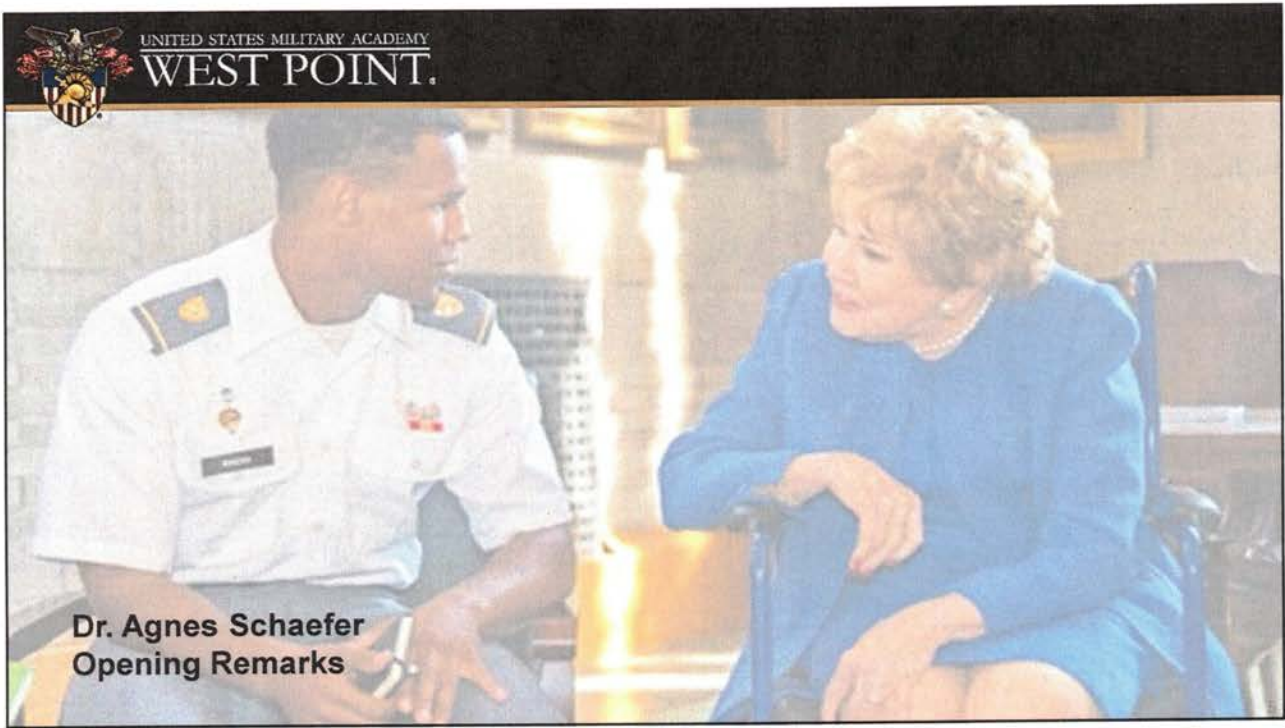
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**Dr. Agnes Schaefer
Opening Remarks**

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Board Business

1. Swear In Members
2. Elect 2024 Chair & Vice Chair
3. Approve Rules of Board of Visitors
4. Approve Minutes – July 2023 Meeting
5. Next Board Meeting 26 July 2024
6. Open Discussion

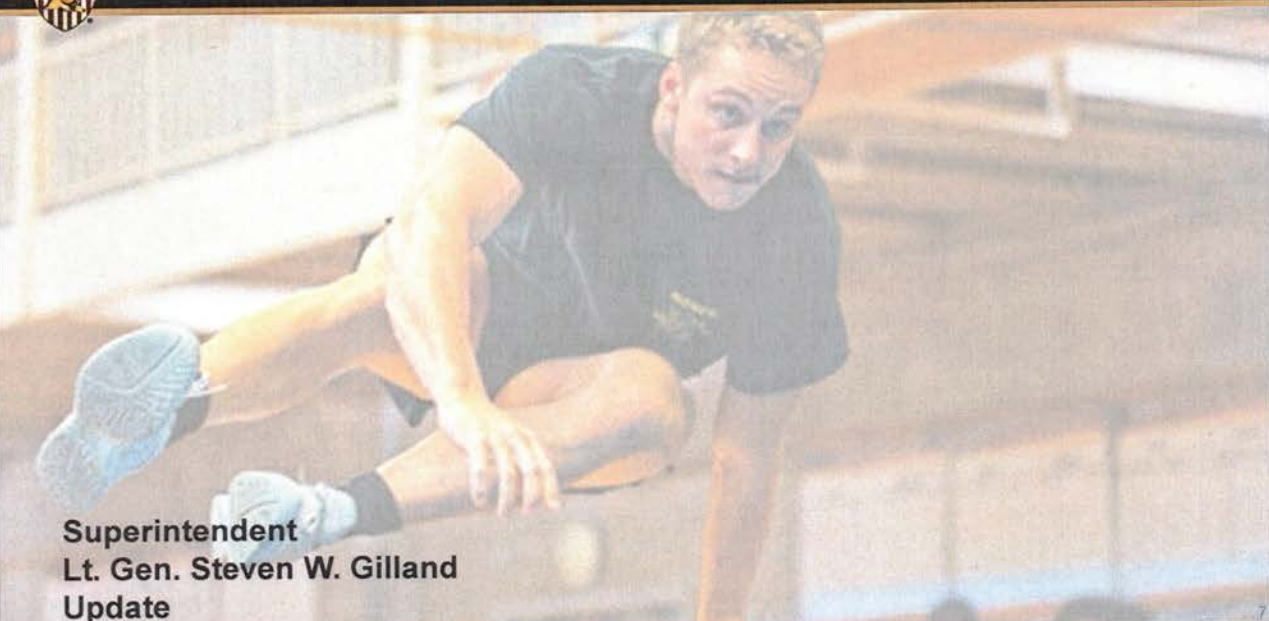
Year	2022	2023	2024
First Meeting	MAR (DC)	28 MAR (DC)	07 MAR (DC)
Second Meeting	July (WP) CST	24 JUL (WP) CST	(T) 26 July (WP) CST
Third Meeting	OCT (WP)	16 OCT (WP)	(T) NOV (WP)

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

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USMA Mission Statement and Strategy

USMA Strategy 2024

LOE 1: Develop Leaders of Character who Live Honorably, Lead Honorably, and Demonstrate Excellence

LOE 2: Promote a Professional Climate

LOE 3: Build and Retain Diverse and Talented Winning Teams


LOE 4: Continuously Transform Toward Preeminence

LOE 5: Strengthen Partnerships

Current Mission
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.

Army Senior Leader Approved Mission
To build, educate, train, and inspire the Corps of Cadets to be commissioned leaders of character committed to the Army Values and ready for a lifetime of service to the Army and Nation.

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**Lapse of Appropriation /
Continuing Resolution Impacts**

- **Short Term Lapse:** instability/degradation in academic/military/physical programs
 - ~25% degradation in faculty; large class sizes, less effective instruction
 - USMAPS 100% borrowed military faculty from USMA
 - No travel; loss of enrichment, project/research, outreach opportunities
 - ~50% reduction of admission workforce at peak of operational tempo
 - Prolonged personnel shortages: inability to onboard new hires
 - Loss of support/custodial services

- **Long Term Lapse (+30 days):** risk to mission and accreditation
 - Cadet Development: Severely degraded summer training experiences; loss of graduation requirements (CTLT, IADs, Leadership Details)
 - Accreditation: Inability to demonstrate sufficient faculty or stable resourcing
 - Potential break in contracted services that renew during
 - Loss of staff, faculty, coach talent
 - Delayed construction efforts; risk to FIP/USMA 2035

- **Short Duration Continuing Resolutions**
 - Hinders contract renewal
 - Disrupts spend plan execution

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**USMA Facilities Investment Update
LOE 4: Continuous Transformation**

USMA Transformation is about Army Readiness in the Leader Development Domain

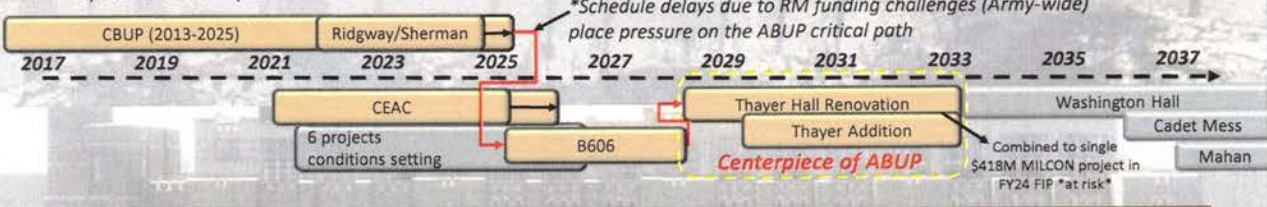
Cadet Barracks Upgrade Program (CBUP)
Improved Cadet Quality of Life

- 1 New (Davis) Barracks Constructed
- 9 Barracks Renovated
- Ridgway and Sherman Barracks complete 2025
~1 year later than planned*

Academic Building Upgrade Program (ABUP) goals

- Improve academic facilities to modern standards and code
- Expand academic space to meet requirements (450,000 square foot deficit) CEAC adds 136,000 sq ft
- Transform toward preeminence to compete with peer institutions

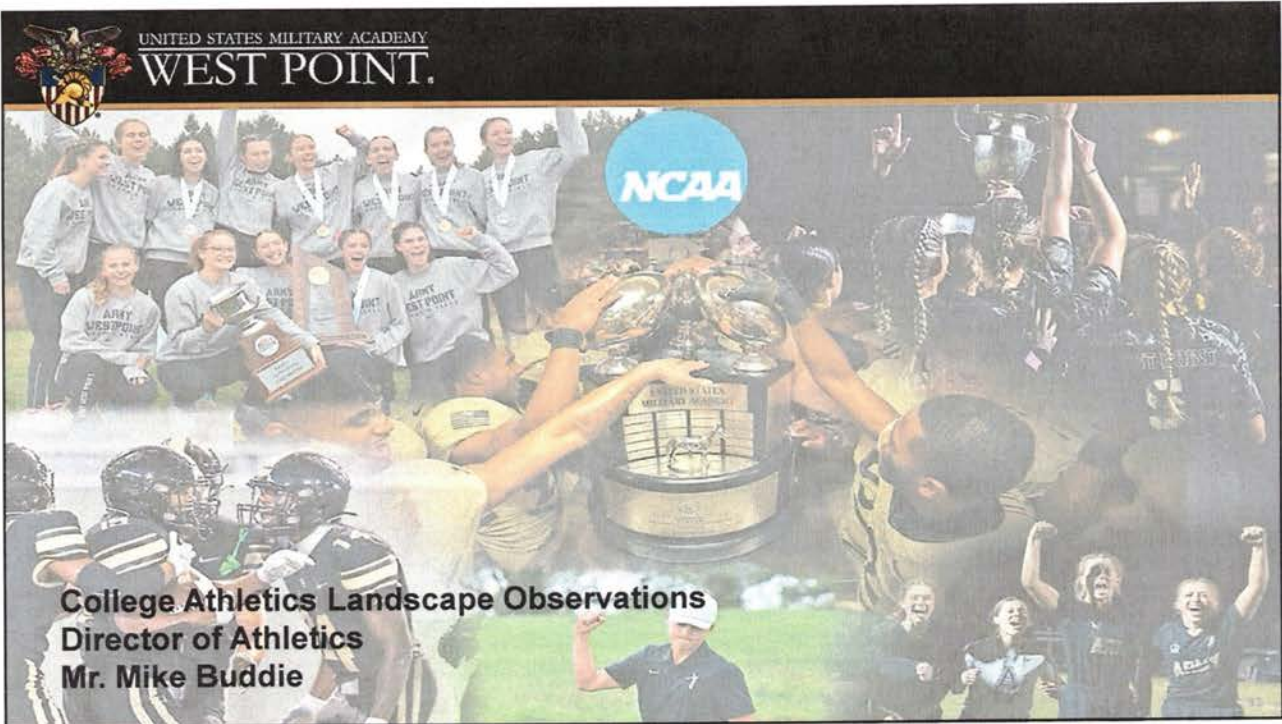
**Schedule delays due to RM funding challenges (Army-wide) place pressure on the ABUP critical path*



Absent Thayer Hall MILCON project – unable to fully realize ABUP Goals and vision for USMA transformation

- Thayer *still* requires ~\$325 M in R&M to address poor building conditions and code violations
- Remaining 150,000 sq ft deficit in academic space
- Future planned renovations (e.g. Washington Hall, Cadet Mess) are at risk of execution
- Three academic departments operating in swing space without clear path to permanent location

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Academic Program Innovation
Dean of the Academic Board
BG Shane Reeves

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LOE 4: Continuously Transform Toward Preeminence
Academic Program Transformation

Determine the optimal organization of the USMA Academic Program that:

- *accelerates preeminence*
- *unleashes synergies*
- *leverages efficiencies*

to ensure USMA is poised to provide the future officers who will lead the Army at echelon with the intellectual foundation needed to **fight and win** across the full spectrum of conflict in support of the Army of 2040 and beyond

Iterative process nested with broader Army and USMA transformation efforts including the *Academic Building Upgrade Program*

The world is changing, and the Army is changing with it
To meet the evolving threat, the Army is undergoing a once-in-a-generation transformation to develop the capability to converge effects on land, in the air, sea, space and cyberspace.
 - Army of 2030

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LOE 1: Develop Leaders of Character

Efforts in Support of Character Development

MG Lori Robinson
Dr. Jeff Peterson

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**Comprehensive Character Development:
USCC Efforts & Events**

Leadership Competencies **Holistic Health & Fitness** **Stewardship and Accountability** **Positive Climate** **Integrated Prevention**

Character Education: Foundational for All Areas

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First Captain's Intent

One Corps, Our Corps

Mission to the Corps

To be disciplined, character-driven teammates who live honorably. To understand our purpose as cadets, followers, and leaders within the Corps, and embrace our future as commissioned officers who will enter a career of professional excellence. To be a family that demands resilience and provides unconditional support and accountability. To be proud but never satisfied. *One Corps, Our Corps.*

LOE1 Strengthen Character Through Intentional Mentorship				
Structured Counseling	4CL Development Training	Key Summer Leader Mentorship	Team Leader Academy	CoC Involvement in ACT & Honor
LOE2 Embrace Standards and Discipline				
Uniformity in Formations	Thorough Accountability at Every Formation	Upperclass Enforcement of 4CL Customs and Courtesies	No Fail Admin	Active & Engaged Leadership
LOE3 Cultivate a Warrior Mentality				
Plan Early For A/C Trainings	Air Assault Validation	Sandhurst	Weekly Regimental Physical Training	Cadet Summer Training Preparation
LOE4 Pursue Excellence as a Team				
MacArthur Cup	Company Athletics	Bridge the Gap between NCAA, Club, & Company Athletes	JOCT/ACFT Deficiencies	Culture Building Events

Vision for the Corps

The Class of **2024** is ready to serve as an officer in the United States Army and departs the Corps with a legacy of growth and excellence as a team.


The Class of **2025** owns the responsibility of underclass development and is prepared to set the Corps on a positive trajectory.

The Class of **2026** embodies rigorous professionalism, enforces standards, and is prepared to be the backbone of the Corps.

The Class of **2027** internalizes the core values of West Point and the Army, and is prepared to make the shift from follower to leader.

Every Cadet is an Honor Cadet.
Every Cadet is an ACT Cadet.

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Corrosion of Character

Keep It In The Green And Address It In The Yellow!

Virtue & Army Values
(Foundation of Trust)

Actions We Need To Constantly Practice To Be Honorable Leaders of Character

- Leading by example
- Owning your actions
- Holding your peers accountable
- Embracing adversity with humility & growth mindset
- Expecting integrity from the team
- Taking the time to care for others
- Being a role model
- Demonstrating resiliency
- Being knowledgeable on standards and regulations
- Fostering a climate of dignity & respect for all teammates

Self-Control
(Trust Questioned)

Actions That Indicate A Degradation Of Character And Need To Be Corrected

- Not matching deeds to words
- Rationalizing poor behavior
- Deteriorating peer-accountability
- Embracing a survival mindset
- Choosing when to uphold the standard
- Maintaining a self-centered focus
- Cutting corners & lacking discipline in routine actions
- Avoiding uncomfortable/challenging conversations & situations
- Ignoring education and awareness to standards & regulations
- Being a bystander when teammates disrespect one another

Compliance
(Trust Degraded)



Actions That Corrode Trust And Need To Be Corrected Before Resulting In Serious Harm To The Team

- Not serving as an effective follower
- Making excuses and pushing blame to others
- Placing peer pressure above values
- Presenting an overwhelming fear of failure
- Demonstrating complacency with morally wrong actions
- Ignoring teammates that reach out for help
- Deteriorating self-accountability
- Abandoning values & choosing the easier wrong during tough times
- Embracing a "barracks lawyer" persona
- Participating in harmful behaviors against teammates

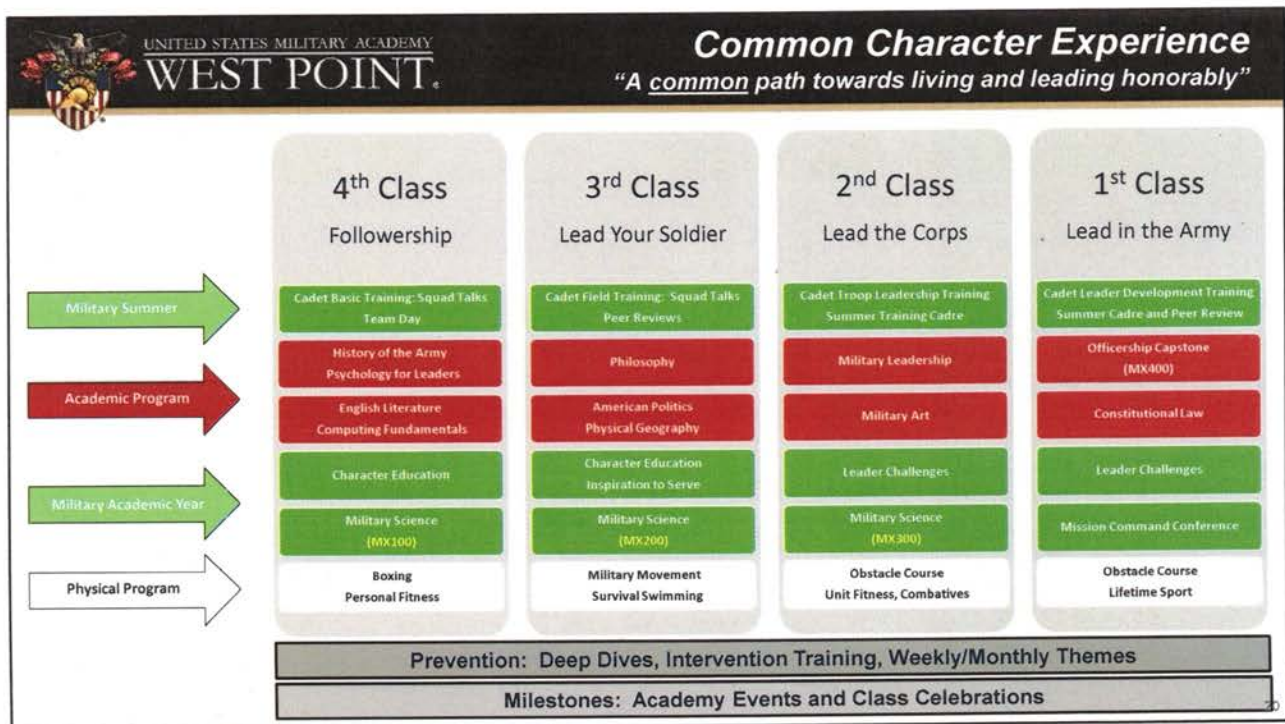
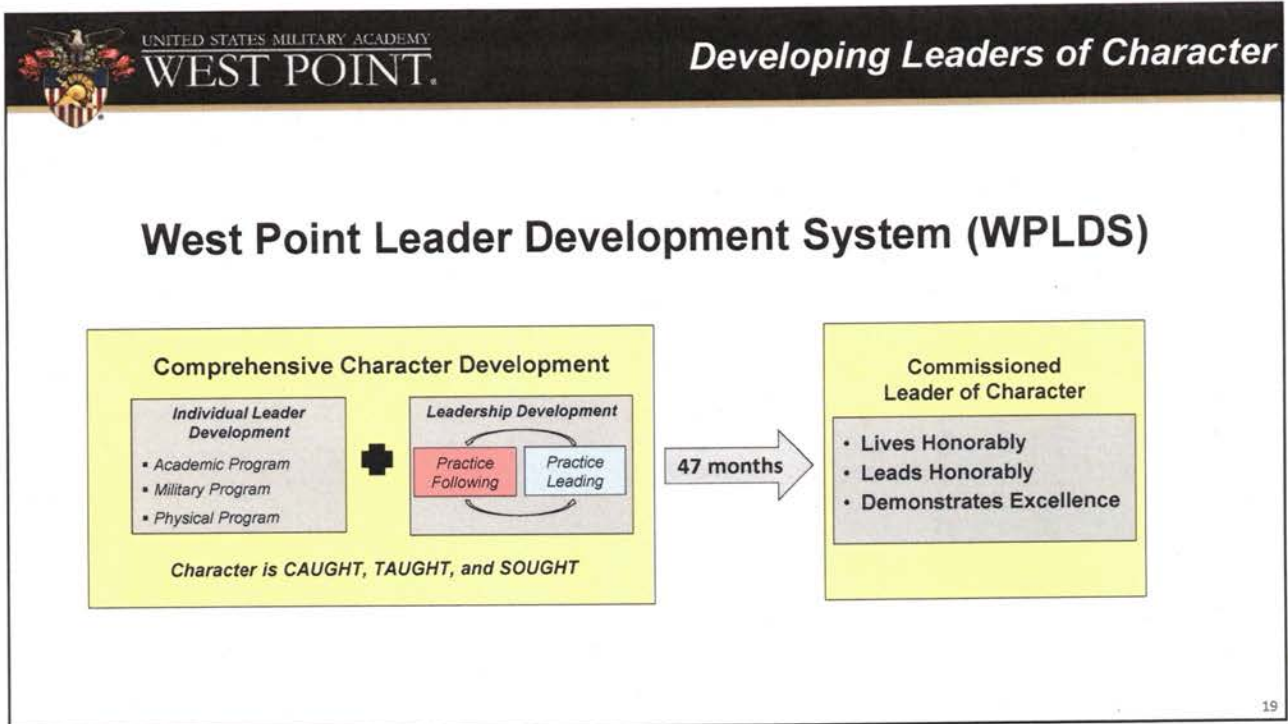
Dishonorable
(Trust Lost)

Actions That Resemble A Great Flaw In Character And Negatively Impact Our Team

- Failing to fulfill obligations as a leader
- Lying
- Cheating
- Tolerating
- Stealing
- Plagiarism
- Malingering
- Bullying
- Hazing
- Sexual Harassment
- Sexual Assault

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Beyond the Common Character Experience

"A personal path towards living and leading honorably"

Role Models	Physical	Academic	Military
Rotating Military Faculty	Corps Squad Athletics	Academic Individual Advanced Development (AIAD)	Military Individual Advanced Development (MIAD)
Officers in Charge (Clubs and Trips)	Club Squad Athletics	Academic Trip Sections	Leadership Detail (Summer and Academic Year)
Sponsors	Company Athletics	Conferences (Home and Away)	Sandhurst
Spiritual Fitness and Religious Leaders	Coaches and Team Staff	Research & Capstone Projects	Talent Based Branching
50-year Class Affiliation	Officer Representatives	Scholarship Program	Directorate of Cadet Activities Clubs
Entire West Point Team	Physical Individual Advanced Development (PIAD)	Professionalism	Events and Conferences

Multiple Opportunities for Character Development Based on Personal Interest—"Character Sought"

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Character Development and Integrated Prevention

Aligning Character Development with CDC Social-Ecological Model

LOE1: Develop Leaders of Character			LOE2: Promote a Professional Climate		
Character Education	Leadership Competencies	Holistic Health & Fitness	Positive Climate	Stewardship and Accountability	Integrated Prevention
Individual and Relationship			Community		Behaviors

Individual

Relationship

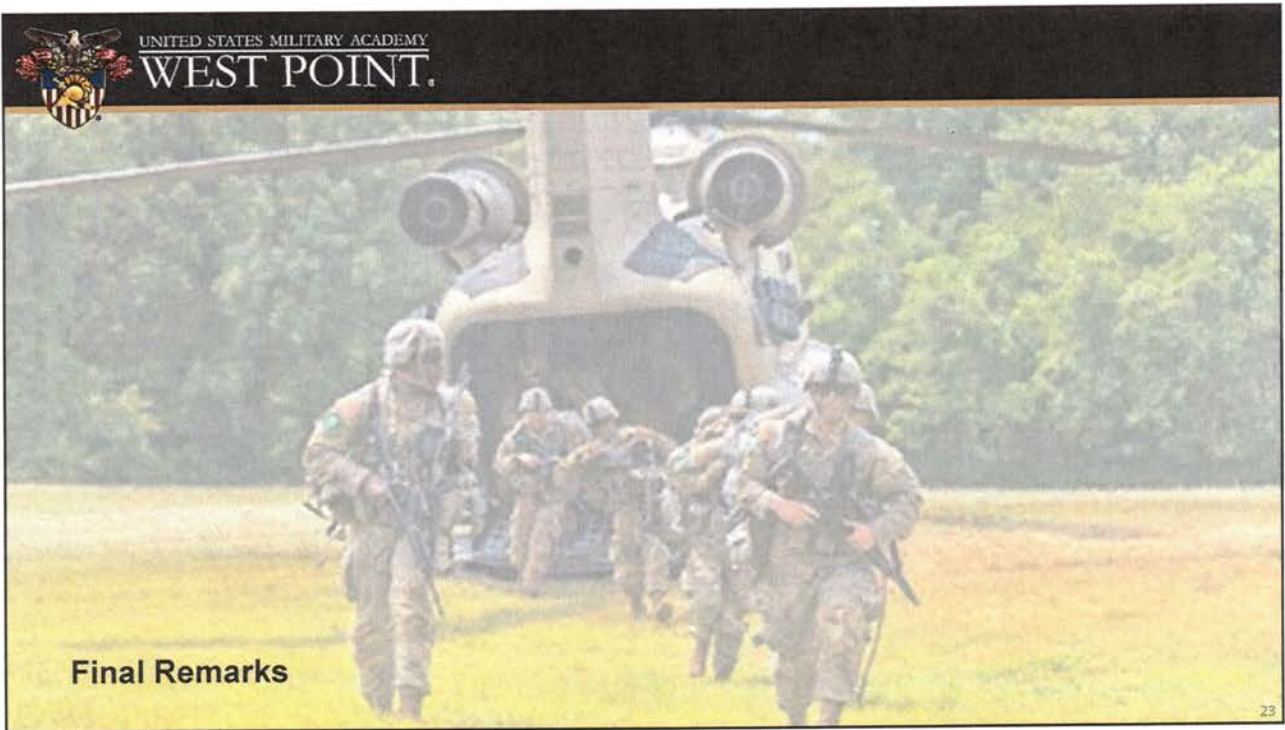
Community

Societal

West Point considers societal trends and future demands when planning and designing activities for comprehensive character development.

The Social-Ecological Model: A Framework for Prevention

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Final Remarks

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