

MINUTES
BOARD OF VISITORS SUMMER MEETING
JULY 29, 2011
WEST POINT, NY

1. **DESIGNATED FEDERAL OFFICER'S REMARKS.** Lieutenant Colonel (LTC) David Jones, Designated Federal Officer for the United States Military Academy (USMA) Board of Visitors (BoV or Board) stated for the record that the BoV operates under the authority of US Code Title 10, Section 4355. The Board is an Advisory Board subject to the Federal Advisory Committee Act.

2. **CHAIRMAN'S REMARKS.** Chairman Fred Malek called the meeting to order at 12:20 p.m., recognized outgoing BoV members Mr. John Rainey, Dr. Charles Younger and Ms. Karen Hughes for their service and swore in new members Mr. Patrick Murphy, Ms. Sue Fulton and Mr. Errol Schwartz.

3. **ADMINISTRATIVE ANNOUNCEMENTS.** Meeting packages included an agenda, briefing slides, BoV attendance records and a tri-fold on the West Point Leader Development System (WPLDS).

On July 28th Board members had the opportunity to complete their inquiry and observation of the USMA Prep School, Cadet Basic Training, cadet barracks and military housing. On July 29th Board members conducted small roundtable discussions with cadets, staff and faculty.

4. **ROLL CALL.** For the record, a quorum of the board was not present. A list of attendees is appended to these minutes.

5. **SUPERINTENDENT'S REMARKS.** The number one priority of USMA is the United States Corps of Cadets (USCC). In 2013 construction will begin on a new barracks for the USCC, the first new barracks since 1972. Over a multiyear period the remainder of cadet barracks will be repaired, renovated and brought up to standard.

The Class of 2015 took in 1,247 new cadets from all 50 states and 14 countries. Over the summer new cadets trained in basic rifle marksmanship, land navigation and participated in ruck marching. Rising sophomores (yearlings) completed Cadet Field Training (CFT), conducting live fire exercises, land navigation exercises, and water confidence courses. The remainder of the USCC had opportunity for leave, participated in Cadet Troop Leader Training and cultural immersion opportunities all over the world learning about the critical role that culture plays and other perspectives that will assist them when they take command as Lieutenants. In addition cadets served on internships in Washington, DC, at the Pentagon, on Capitol Hill and in the private sector.

Cadet companies increased from 32 to 36, providing tactical officers with a reduced and more effective span of control, allowing for more leader development opportunities for the Corps of

Cadets. Cadets will begin reorganization week on August 8th in preparation for the start of classes on August 15th.

In recent years Army retention of commissioned graduates not only at West Point but at most major ROTC sources had dropped from about 60% to about 40% for Captains, Majors and Lieutenant Colonels. As a result of the Officer Career Satisfaction Program (CSP), West Point graduates, and graduates of ROTC colleges and universities are moving in the direction of a much higher retention rate. In exchange for extending the initial active duty service obligation (ADSO) by three years, the CSP Program allows Officers commissioned via ROTC or West Point to obtain their branch of choice, first post of choice, or the guarantee of a fully-funded graduate education.

6. MR. SALT'S REMARKS. Principal Deputy Assistant Secretary of the Army, the Honorable Rock Salt reiterated that in the past year the Army been identifying efficiencies, reallocating resources and making reductions.

The Army is going through a significant leadership transition as well. In confirmation testimony, General Odierno, the new Army Chief of Staff, expressed a commitment to leader development and attention to soldier's families. Secretary Panetta focused on three broad areas: efficiencies, transforming the institutional Army, the Generating Force, and energy as an emerging part of the Army Campaign Plan. Mr. Salt congratulated USMA for being a part of leading the vanguard on energy efficiency.

7. BOARD BUSINESS.

a. APPROVAL OF THE 2011 SPRING MEETING MINUTES. A quorum being in absentia, the 22 June Spring Meeting minutes will be distributed for electronic vote.

8. USMA UPDATES.

a. WEST POINT LEADER DEVELOPMENT SYSTEM. COL Stafford, USMA Chief of Staff, introduced the West Point Leader Development System. He explained how this system evolved from the former Cadet Leader Development System and that the committee would be co-chaired by the Commandant, Dean and Director of Intercollegiate Athletics. The West Point Leader Development System is focused on a set of holistic outcomes that define what the Academy expects graduates to be, know and do.

The West Point Leader Development System will be structured to drive strategic resourcing and policy and will integrate our efforts across all aspects of Academy life. It is the responsibility of every member of the West Point team to drive change. Every interaction is a developmental opportunity. WPLDS sets standards of professional behavior and development and each individual is accountable to others while inspiring cadets to do the same. Individuals sponsor, mentor, lead and guide each teammate to achieve their full potential.

b. CONNECTING WITH GRADUATES. COL Browne, Director of Academy Advancement advised that the Directorate of Academy Advancement (DAA) is the staff agency responsible for providing a liaison between the Academy and the Association of Graduates (AOG), providing resource management options for gift funds that come to the Academy and management of gift

funded construction, private giving programs and alumni affairs. The goal of DAA is to inspire increasing involvement among alumni through engagement opportunities like Founder's Day events, football games and local West Point Societies to increase constituent participation in the areas of time, talent and financial support.

COL (Ret.) Bob McClure, President and CEO of the AOG noted that the AOG reaches over 48,000 living West Point graduates, all of whom are members, as well as parents of future graduates, youth influencers, and civic leaders. The vision of the AOG is to be West Point's most valued supporter while enhancing the grip of the Long Gray Line forever.

The AOG connects with graduates beginning with Registration Day at West Point, and continuing on with Class reunions, West Point Magazine, Assembly Magazine, and Taps Magazine. Increasingly AOG is connecting with graduates through the internet and social media like Twitter and Face Book pages. AOG has created Android, I Pad, and I Phone apps providing RSS feeds for Cadet News, Grad News and West Point News and sending e-newsletters weekly and monthly.

Increased information to constituents will earn increased passion, time, talent and treasure for West Point. A successful outreach campaign projects a positive image and will make USMA a better place to the benefit all graduates. USMA donations are ahead of other service academies with 28 to 30 percent of USMA graduates donating to the Academy vs. 10 to 12 at other institutions. Donations to the AOG generate between 25 and 30 million dollars per year.

AOG is one of the few alumni organizations in America that is not dues-based. AOG is funded by a modest endowment and receives no support from West Point.

c. **NET ZERO.** COL Mike Tarsa, Garrison Commander, briefed that in April West Point was designated a Net Zero Energy Installation slated to effectively produce as much energy as it consumes by the year 2020.

To do that, West Point will look at energy reduction, finding different sources of fuel energy and greater stewardship of resources, utilizing utility management control systems and digitally direct control systems that allow tracking, monitoring and adjustment of energy consumption.

Noresco, a private company that delivers energy savings through cost-effective energy efficiency and infrastructure services, has awarded West Point \$26 million in energy savings performance contracts for infrastructure development and in return will receive some of the accrued energy savings over a 17 year period.

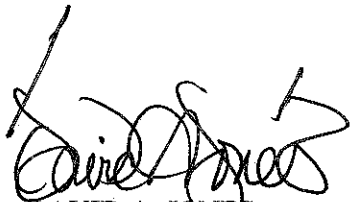
Challenges to achieving Net Zero 2020 are aging infrastructure, geography and competing demands for resources. But the Academy will leverage intellectual capital at West Point as well as collaborate with USCC, other installations and private industry on energy initiatives to achieve the Net Zero 2020 goal.

9. ACTION ITEMS. Information was requested on the contractual arrangement of the housing management company, the housing allowance policy and the process by which customer

satisfaction is measured regarding housing and housing management. Also requested was information on measures that West Point has taken or intends to take to reengineer administrative processes to mitigate the effects of personnel cuts. Mr. Brock expressed the desire to receive meeting read-ahead materials prior to the BoV meeting for advanced consideration and requested briefings related to topics previously identified in the inquiry plan. Also requested was information on minority recruiting efforts and funding, the cost of educating a cadet, the status of exploration into a tenure-based model for civilian instructors, the percentage of graduates whose GPA falls above and below a 3.0, status of the World Class Athlete Program for West Point graduates, and the availability of resources like the pool for faculty and staff.

10. ADJOURNMENT. There being no further comments, Chairman Malek adjourned them meeting. This concluded the 2011 Summer Meeting of the USMA Board of Visitors.

Certified by:



DAVID A. JONES
LTC, US Army
Designated Federal Officer,
USMA Board of Visitors



Mr. Fred Malek
Chairman
USMA Board of Visitors

APPENDIX TO THE MINUTES:

ROLL CALL

Presidential Appointees:

Mr. Frederic Malek, Chairman of the BoV
Mr. Randolph Brock, Vice Chairman of the BoV
Ms. Elizabeth McNally
Mr. Patrick J. Murphy
Ms. Brenda Sue Fulton
MG Errol R. Schwartz

The following members were absent:

Congressional Members:

Senator Jack Reed
Senator Kay Bailey Hutchison
Senator Mary Landrieu
Senator Richard Burr
Congressman Jerry Lewis
Congressman Maurice Hinchey
Congressman John Shimkus

Based on the BOV attendance, a quorum was not present.

Other attendees:

The Honorable Rock Salt, Principal Deputy Assistant Secretary of the Army for Civil Works
LTC Mark Beckler, SAFM-BUL

Congressional Military Legislative Liaisons:

Mr. Spencer Freebairn, MLA to Rep. Lewis
Mr. Kevin Kane, MLA to Sen. Hutchison
Mr. Chris White, District Staff, Rep. Hinchey

USMA command and staff members in attendance:

LTG David Huntoon, 58th Superintendent of the United States Military Academy
COL Charles Stafford, USMA Chief of Staff
COL Mike Tarsa, Garrison Commander
Mr. Bob McClure, President of the Association of Graduates
COL Todd Browne, Director of Academy Advancement
LTC David Jones, Secretary to the General Staff
LTC Sherri Reed, Director Public Affairs Office
Ms. Joy Pasquazi, BoV Conference Specialist

Members of the Public

BG (Ret.) Samuel K. Lessey

Ms. Vera Albrecht, President of Parents Club of West Point

Mr. Tom Giordano, Board Member of Parents Club of West Point

Mr. Mark Ferdinand, Mid Hudson News

Mr. Adam Bosch, Times Herald Record