

**2013
ANNUAL REPORT**

**UNITED STATES MILITARY ACADEMY
BOARD OF VISITORS**



UNITED STATES MILITARY ACADEMY
WEST POINT[®]

JANUARY 1, 2014

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PRESIDENT OF THE UNITED STATES***

**REPORT OF THE 2013 BOARD OF VISITORS
UNITED STATES MILITARY ACADEMY**

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**REPORT OF THE BOARD OF VISITORS
OF THE
UNITED STATES MILITARY ACADEMY
West Point, New York 10996**

THE PRESIDENT OF THE UNITED STATES

Mr. President:

1. APPOINTMENT AND DUTIES OF THE BOARD. The Board of Visitors (“BoV” or “the Board”) to the United States Military Academy (“USMA” or “the Academy”) was appointed in accordance with the provisions of Section 4355 of Title 10, United States Code. It is the Board’s duty to inquire into the morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy.

2. MEMBERS OF THE BOARD.

U.S. Senators

Jack Reed, Rhode Island (SAC, SASC)
Mary L. Landrieu, Louisiana (SAC)
Richard Burr, North Carolina (SASC)

U.S. Representatives

John Shimkus, Illinois
Steve Womack, Arkansas (HAC)
Mike Conaway, Texas (HASC)
Steven Israel, New York
Loretta Sanchez, California (HASC)

Presidential Appointees

Ms. Elizabeth McNally, 253 Garth Road, Scarsdale, NY 10583 (Re-appointed in 2013 to serve until December 30, 2015)

Ms. Brenda Sue Fulton, 1501 Ocean Avenue, Unit 2501, Asbury Park, NJ 07712 (Appointed in 2011 to serve until December 30, 2013)

Mr. Patrick J. Murphy, 6414 Radcliffe Street, Bristol, PA 19007 (Re-appointed in 2013 to serve until December 30, 2015)

MG Errol R. Schwartz, 2011 East Capitol Street, Washington, DC 20003 (Appointed in 2011 to serve until December 30, 2013)

Mr. Bob J. Archuleta, 9707 Orange Terrace, Pico Rivera, CA 90660 (Appointed in 2013 to serve until December 30, 2015)

Mr. John T. Morrison, P.O. Box 30, West Plains, MO 65775 (Appointed in 2013 to serve until December 30, 2015)

3. DESIGNATED FEDERAL OFFICER. Mrs. Deadra K. Ghostlaw serves as Executive Secretary/Designated Federal Officer from April 1, 2013, to present.

4. PUBLIC NOTICE. In accordance with Section 10 (a) (2) of the Federal Advisory Committee Act (Public Law 92-463), notices of the meetings were published in the *Federal Register*. Local notice was provided to the West Point community and the Corps of Cadets by local newspaper and bulletin notices. All meetings were open to the public.

5. PROCEDURES. Under the provisions of Section 10 (b) and (c) of the Federal Advisory Committee Act (Public Law 92-463), the minutes of each meeting of the Board are certified by the Chairman. The minutes of each meeting are published as part of this report. The Board of Visitors' records, reports, letters and other documents are available for public inspection in the Office of the Executive Secretary, Board of Visitors, Building 600, United States Military Academy, West Point, New York 10996. Copies of the Report of the BoV are submitted to the Library of Congress as a matter of public record.

6. CONVENING OF THE BOARD.

- a. Role of the Board in 2013.** The 2013 BoV actively pursued its inquiry and oversight mission by scheduling three meetings during the year. Two of the meetings convened, the third was canceled due to a government shutdown during which all FACA activity ceased. The Organizational Meeting was held in Washington, DC, on March 20, 2013. The Summer Meeting was held at Washington, DC, on June 19, 2013. The final meeting, designated by the members as the required Annual Meeting, was scheduled to be held at West Point, NY, on October 16, 2013; however due to no budget having been passed by Congress, the meeting was canceled on October 10, 2013.
- b. The Organizational Meeting of the 2013 Board.** The first meeting of the BoV in 2013 was held on March 20, 2013 in Washington, DC. Attendance at this meeting included three US Senators, three US Representatives and five Presidential Appointees. A quorum, consisting of at least six Board members with one member of Congress, was achieved. The Academy Superintendent, LTG David H. Huntoon, Jr., and Academy leadership provided updates on the USMA cadet barracks project; the potential furlough of 616 USMA civilians for up to 22 days beginning July 8, 2013; the SHARP program and a new initiative by cadets, Cadets Against Sexual Harassment and Assault (CASH/A); and the demographics of the incoming class of 2017. The Board unanimously elected Congressman John Shimkus as Chairman of the BoV and Mr. Bob J. Archuleta as Vice-Chairman. The Honorable Karl Schneider, Deputy Assistant Secretary of the Army for Manpower and Reserve Affairs and the Secretary of the Army's designated representative to the BoV, addressed the Board and remained for the main meeting. Summarized meeting minutes can be found on Page 7.
- c. The Summer Meeting of the 2013 Board.** The summer meeting of the BoV in 2013 was held on June 19, 2013, in Washington, DC. Attendance at this meeting included two US Senators, four Representatives and five Presidential Appointees. A quorum was achieved. The Honorable Thomas R. Lamont, Assistant Secretary of the Army for Manpower and Reserve Affairs and the Secretary of the Army's designated representative, addressed the Board and remained for the main meeting. The Board approved the Organizational Meeting's minutes and LTG Huntoon, the Academy Superintendent, introduced LTG Robert L. Caslen, Jr., the incoming Superintendent; Academy leadership updated the Board on events and issues ongoing at the Academy since the Organizational Meeting,

including demographics of the graduating class of 2013, Cadet Summer Training, cadet barracks and the creation of the Army Cyber Center at USMA; the USMA Sharp Program, as well as recent adverse incidents at USMA. Ms. Brenda Sue Fulton read a statement to the BoV members regarding the Army Men's Rugby Team, many of whose members were involved in sending highly inappropriate emails about female cadets, which is included in the meeting minutes. Summarized meeting minutes can be found on Page 31.

- d. **The Annual Meeting of the 2013 Board.** The annual meeting of the BoV in 2013 was scheduled to be held on October 16, 2013, at West Point, NY. On October 1, 2013, due to no budget having been passed prior to the end of fiscal year 2013 on September 30, 2013, nor a continuing resolution authority being signed, the government temporarily shut down and all actions regarding Advisory Committees under the FACA rule were halted; meetings that had been scheduled were to be canceled until there was a budget or a continuing resolution authority in place. The Annual Meeting of the BoV was officially canceled on October 10, 2013. A Federal Register notice canceling the meeting was published, with a 15-day waiver, on October 25, 2013.
- e. **Renewal of the USMA BOV Charter.** The United States Military Academy Board of Visitors Charter was filed on April 24, 2012. The Charter was approved for renewal on November 16, 2012.
- f. **Results of the Board's Inquiry.** In accordance with the Board's statutory mandate, it has performed its review over each specified area of inquiry and requested information from the Academy as needed to fulfill its responsibilities. The results of the Board's inquiries and the Academy's input in support of them are highlighted below, as well as addressed within the BoV approved minutes, briefing slides, and information papers provided in Appendices.

7. CONCLUSIONS AND RECOMMENDATIONS.

a. Principal Conclusions.

- 1) **The state of the United States Military Academy at West Point remains excellent.** The Academy continues to meet and exceed its stated mission to "educate, train, and inspire the Corps of Cadets so that each graduate is commissioned as a 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." The Board of Visitors confirms that USMA accomplishes that important mission superbly as measured by the quality of the young men and women it educates, trains and commissions. In 2013, West Point maintained its national reputation for academic excellence. The Board anticipates that the competition for an appointment and admission to West Point among high school seniors is expected to remain strong in the future and expects to increase the numbers of minorities including women, African Americans, and other minorities. The Board notes that in 2013, as further evidence of its academic standing, West Point's college ranking among major publications includes: *US News and World Report*, second in Public Liberal Arts Colleges, third in Best Undergrad Engineering Programs; *Princeton Review*, first in Most Accessible Professors; and *Forbes*, No. 1 Public College in the Country.

- 2) **New Construction and Renovation of the Barracks at West Point remains a serious concern.** Cadet barracks continue to be overcrowded, however during 2013 the groundwork was laid to begin construction on a new set of cadet barracks, and renovations have begun on existing barracks. Renovations and new construction of cadet barracks will cause 75 percent overcrowding for the next two years, until the new barracks are completed.
- 3) **The Effects of Sequestration and Furlough of DA Civilian Employees on USMA.** Sequestration, a drastic cut in funding to government programs, caused significant cutbacks in USMA programs. Further, DA civilian employees at West Point faced furloughs of up to 11 days or 88 hours. This cut in funding translated to 20 percent less funding for the current year and included cancellation of spring and summer cultural immersion language development training, reduction of faculty and staff professional training and travel, reduction in summer abroad programs, limiting Cadet Troop Leader Training to CONUS locations only, reduced Cadet Field Training and Cadet Candidate Basic Training by eight days each, and eliminated attendance at the French Commando and Airborne schools. The Summer Leaders Experience was reduced by 50 percent; cadet clubs and extracurricular activities were cut, and Appropriated Fund support to NCAA sports was cut by \$3 million. Further reductions included sustainment reductions and deferment of academic equipment lifecycle replacement.
- 4) **Enlisted Soldiers in the Admissions Process and the Incoming Class of 2017.** USMA continued to attract increasing numbers of qualified applicants for the 1,200 spaces in the Class of 2017. Particular attention was given to increasing the numbers of former enlisted service members with high academic scores, who have recent combat experience, and who exemplify the Army's culture and values. Of approximately 17,000 applicants for the Class of 2017, 1,204 were selected, which included 29 combat veterans and 16 international students. An additional 200 were accepted to the United States Military Academy Preparatory School (USMAPS).
- 5) **Sexual Harassment and Assault Response and Prevention (SHARP) and Cadets Against Sexual Harassment and Assault (CASH/A).** The SHARP program continued to train cadets, staff and faculty, and all other personnel about preventing sexual assaults and sexual harassment. A civilian Sexual Assault Response Coordinator (SARC) was hired and USMA continues to seek additional funding and personnel for this program through HQDA channels. Cadets created a team named "Cadets Against Sexual Harassment and Assault" (CASH/A) to raise awareness of this issue within the Corps of Cadets. Their mission is "to inspire the Corps of Cadets in taking a proactive role in eliminating sexual harassment and assault from the military profession through service, education and dedication to a culture of bystander intervention. The BoV members requested a meeting to discuss recent events at USMA that received national headlines in the media; however, due to FOIA rules, this could not occur. Those incidents were to be discussed at the annual meeting in October, however due to its being canceled, that did not happen.

6) **Change of Command.** The 58th Superintendent of USMA, LTG David H. Huntoon, Jr., relinquished command of the United States Military Academy to the 59th Superintendent, LTG Robert L. Caslen, Jr., on July 17, 2013. LTG Huntoon served as Superintendent for three years.

b. **Recommendations to the President**

- 1) **Maintain full support and funding to replace and renovate West Point's Barracks.** The Board recommends that the Administration maintain current plans to build one new barracks and provide sufficient funding to modernize the existing barracks in a timely manner in order to alleviate the negative impacts of failing infrastructure and overcrowding.
- 2) **Adequate level of funding must be maintained consistent with the mission requirements.** The Board recommends that absent a reduction in the Academy's overall requirements, budget reductions that result in civilian and military personnel reductions as well as operational cuts should be made in a judicious and careful manner so as to ensure that future budget reductions do not adversely impact the curriculum, the quality of the education or the training currently afforded cadets at West Point.
- 3) **Continue to support, and increase funding and personnel for the SHARP Program at USMA and West Point.** Additional funding and personnel are required to adequately address the issues of sexual assault and harassment at USMA and will allow for a fully staffed SHARP Office at USMA. The Superintendent requested additional funding and personnel for its SHARP program through Headquarters, Department of the Army.

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USMA Board of Visitors 2013 Organizational Meeting Agenda

Wednesday, 20 March 2013

Cannon House Office Building, Room 340

New Jersey and Independence Avenues SE, Washington, DC

BoV Meeting Agenda:

1400-1405 Chairman's Opening Remarks

1405-1410 Superintendent's Remarks

1410-1415 SECARMY / SECARMY Representative Remarks

1415-1420 Administrative announcements

1420-1445 Board Business

a) Election of 2013 Chair and Vice Chair

b) 2012 Annual Report Update

1445-1430 USMA Update

a) Superintendent's Update

b) Chief of Staff's Update

1530 Remaining Board Business/Adjourn

Proposed 2013 BoV Meeting Dates:

Summer Meeting – Wednesday, June 19, Washington, DC

Annual (Fall) Meeting – Wednesday, October 16, West Point, NY

USMA Attendees:

LTG Huntoon, Superintendent

COL Stafford, Chief of Staff

Ms. Fitzgerald, Director of Strategic Initiatives

LTC Smith, Designated Federal Officer (DFO)

MAJ Pickler, Aide de Camp

Mr. Reynolds, DSI Executive Officer

Ms. Ghostlaw, Alternate DFO

MINUTES
BOARD OF VISITORS ORGANIZATIONAL MEETING
MARCH 20, 2013
WASHINGTON, DC

1. **DESIGNATED FEDERAL OFFICER'S REMARKS.** Lieutenant Colonel (LTC) Scott Smith 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 I 0, Section 4355. The Board is an advisory board subject to the Federal Advisory Committee Act.
2. **CHAIRMAN'S REMARKS.** Vice Chairman John Shimkus called the meeting to order at 1400.
3. **ADMINISTRATIVE ANNOUNCEMENTS.** Meeting packages included the agenda, briefing slides, West Point Leader Development guide, Strategic Plan, USMA Style Guide, USMA Cemetery brochure, and admissions materials.
4. **ROLLCALL.** 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.
5. **MR. SCHNEIDER'S REMARKS.** The Principal Deputy Assistant Secretary of the Army for Manpower and Reserve Affairs, Mr. Karl Schneider, addressed the BoV on challenges facing the Army. The Army is currently working on the transition out of Afghanistan, the strategic pivot to the Pacific, and issues related to the fiscal reform facing the country. The Active Force will shrink to 490,000 by 2017; the Army National Guard to 350,000 and the Army Reserve to 205,000. The Army's role in cyber and the role of land power are being debated, and the Army is implementing concepts such as regionally-aligned forces. In this environment, the need for intelligent, adaptive, and agile leaders grounded in the Army values is increasingly important, and the need for the US Military Academy has never been greater.
6. **BOARD BUSINESS.**
 - a. **NEW MEMBER WELCOME.** Congressman Shimkus welcomed three new members to the BoV, Congressman Steve Israel, the Honorable Bob Archuleta, and Mr. Travis Morrison.
 - b. **ELECTION OF 2011 CHAIRMAN AND VICE CHAIRMAN.** A quorum being in attendance, Congressman John Shimkus was unanimously elected as Chairman and the Honorable Bob Archuleta was unanimously elected as Vice Chairman of the 2013 BoV.
 - c. **OTHER BOARD BUSINESS.** Wednesday June 19, 2013, was selected for the Summer Meeting date in Washington, DC. BoV members approved the minutes from the October 26, 2012, BoV Annual Meeting. LTC Smith updated the BoV on the submission of the 2012 Annual Report.

7. **USMA UPDATES.** LTG Huntoon, USMA Superintendent, focused attention on the mission of USMA, particularly USMA's role to inspire its graduates to a lifetime of service to the nation. Cadet barracks continue to be overcrowded and in need of significant maintenance and upgrades. The President's budget allocated money for construction of the first new cadet barracks in more than 40 years. Also, the Army has committed \$50 million per year for the next nine years for sustainment, restoration, and maintenance of existing cadet barracks. This will cause 75% overcrowding for the next three years, until the new barracks are completed. USMA continues to leverage its intellectual capital to support the Army. One example is USMA's support to the Chief of Staff of the Army's (CSA's) leader development initiative.

USMA has 616 civilian employees who face 22 furlough days over the next 22 pay periods that could start within the next 30 days due to sequestration. However, USMA remains committed to preserving its core mission critical tasks of graduating and commissioning the senior class; receiving the freshman class; sustaining the minimum education and training for the rest of the Corps of Cadets; and preserving life, health and safety. In addition to potential furloughs, USMA has cut conferences, restricted travel, implemented a hiring freeze, and suspended all non-mission-essential activities in order to help address the current budget issues. However, even in this austere environment, USMA is continuing to find opportunities to expose USMA and foreign cadets to each other in order to build relationships for the future.

USMA is examining several areas to bring them in line with Army policy and guidance. In the context of the Army's downsizing, USMA is looking at its mix of military (rotating and permanent) and civilian faculty to ensure that cadets are being exposed to the optimal model of Academy instructors. West Point is reviewing its housing assignment policies in order to bring them in line with Army policy and to ensure adequate housing is available across ranks and requirements. The USMA Cemetery continues to be aligned with the Army National Cemetery Program. The USMA Sexual Harassment Assault Response and Prevention (SHARP), Cadets Against Sexual Harassment and Assault (CASH-A), and suicide resiliency programs are nested within the Army's programs and help develop the attributes required of future military leaders.

Lessons from across the services are integrated and shared to maximize effectiveness. The Defense Advisory Committee on Women in the Service (DACOWITS) will visit West Point shortly and USMA graduates and former faculty are represented on the committee. USMA expects to play a significant role as women are integrated across all branches of the Army.

USMA continues to attract increasing numbers of qualified applicants for the 1,200 spaces in the Class of 2017. Particular attention has been given recently to increasing the numbers of former enlisted service members who have high academic scores, have recent combat experiences in Afghanistan and Iraq, and who exemplify the Army's culture and values. This year, cadets selected branches using a different process that included consideration of their experiences, talents, and characteristics to improve satisfaction with their selected branches. USMA also continues to utilize programs such as branch of choice, post of choice, and graduate school to allow cadets these benefits in exchange for increased Active Duty Service Obligations (ADSO).

8. **REMAINING BOARD BUSINESS.** Congressman Shimkus requested information papers on financial and management internal controls (attached – the memo was also included in the June 14, 2012, minutes) and requirements (code, rules, and historical) that increase that costs of construction at West Point. He also asked that the fall visit to USMA include roundtable discussions with cadets, staff, and faculty; briefings from other governmental oversight boards; and several items related to the garrison – the opportunity to attend a garrison town hall meeting, and discussions on electricity transmission lines, water treatment and access, and waste transfer. Ms. Fulton suggested taking advantage of organizations such as the National Society of Black Engineers (NSBE) to increase minority enrollment.
9. **ADJOURNMENT.** There being no further comments, Congressman Shimkus adjourned the meeting at 1549. This concluded the 2013 Organizational Meeting of the USMA Board of Visitors.

Certified by:



CONGRESSMAN JOHN SHIMKUS
Chairman
USMA Board of Visitors



DEADRA GHOSTLA W
Assistant Designated Federal Officer,
USMA Board of Visitors

Appendix:
Attendance Roster
Financial and Management Internal Controls Update

ATTENDANCE ROSTER

Congressional Members:

Senator Jack Reed (departed 1415)
Senator Richard Burr (arrived 1405; departed 1422)
Congressman Mike Conaway (arrived 1416; departed 1425; returned 1503)
Congressman Steve Israel (arrived 1416; departed 1425)
Congressman John Shimkus (departed 1425; returned 1501)
Congressman Steve Womack (departed 1403; returned 1409; departed 1425; returned 1502; departed 1546)

Presidential Appointees:

HON Bob Archuleta
Ms. Sue Fulton
Mr. Travis Morrison
Mr. Patrick Murphy (arrived 1401)
MG Errol Schwartz

The following members were absent:

Senator Mary Landrieu
Ms. Elizabeth McNally

Based on the BOV attendance, a quorum was present.

Other attendees:

Congressman Sean Patrick Maloney
Congresswoman Grace Napolitano
The Honorable Karl Schneider, Principal Deputy Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA [M&RA])
LTC Alexander Gallegos, ASA (M&RA)
MAJ Conrad Jakubow, SAFM-BUL
MAJ Derek Noel, OCLL

USMA command and staff members in attendance:

LTG David Huntoon, Superintendent of the United States Military Academy
COL Gus Stafford, USMA Chief of Staff
Ms. Maureen Fitzgerald, Director of Strategic Initiatives (DSI)
LTC Scott Smith, Secretary of the General Staff and Designated Federal Officer (DFO)
MAJ Jeff Pickler, Superintendent's Aide de Camp
Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff and Assistant DFO
Mr. Jeffery Reynolds, DSI Executive Officer

Legislative Assistants:

Ms. Carolyn Chuhta, Legislative Assistant to SEN Reed
Ms. Adrielle Churchill, Legislative Assistant to CONG Womack
Mr. Joseph Ciccone, Legislative Assistant to CONG Napolitano
Mr. Jim Goldstein, Legislative Assistant to CONG Shimkus
Ms. Joy Henrichs, Legislative Assistant to CONG Shimkus
Mr. Matthew Russell, Legislative Assistant to CONG Conaway
Ms. Jessica Schwartz, Legislative Assistant to CONG Israel
Mr. Brooks Tucker, Legislative Assistant to SEN Burr

Members of the Public:

Mr. Greg Mathieson, MAI photographer



United States Military Academy Board of Visitors Meeting

20 March 2013



CALL TO ORDER

3



REMARKS

Superintendent
United States Military Academy

4



REMARKS

Secretary of the Army Representative

5



BOARD BUSINESS

Administrative Remarks Roll Call

6



2013 Organizational Meeting in Session

- Board Business
 - Election of 2013 Chair and Vice Chair
 - Summer Meeting Date
 - Approval of Annual Meeting Minutes
 - 2012 Annual Report Update
- USMA Update
- Remaining Board Business/Adjourn

7



UPDATE

Superintendent
United States Military Academy

8



**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.**

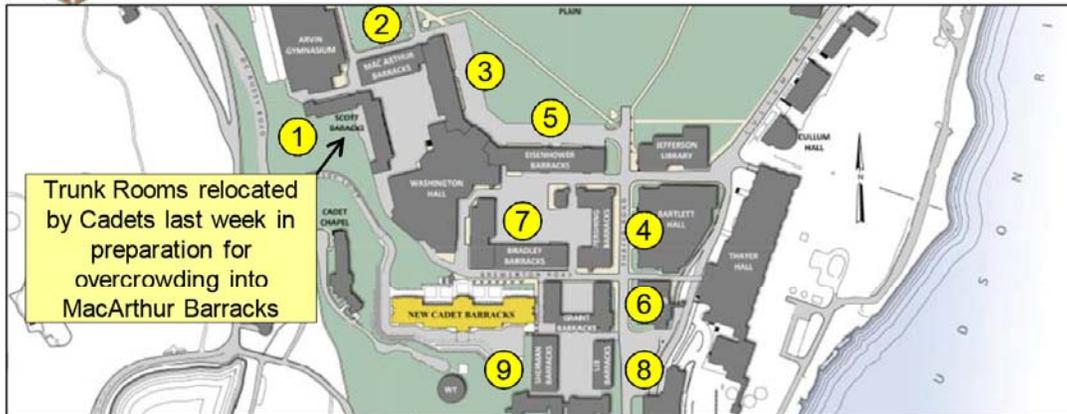


1. Construction and SRM
2. Budget Impacts
3. USMA alignment to US Army
4. In the News
5. Upcoming Events



1. Construction and SRM

- Scott Barracks \$50.5M in FY13 SRM
- Cadet Barracks Upgrade Program 2013-2021
- New Cadet Barracks



SEQ	YEAR	BARRACKS	COST	NOTES
1	2013	Scott	\$50.5M	75% Overcrowded
2	2014	MacArthur Short	\$63.8M	75% Overcrowded
3	2015-16	MacArthur Long	\$80.5M (\$40.3M, \$40.2M)	75% Overcrowded
4	2016	Pershing	\$51.6M	New Barracks Complete
5	2017-18	Eisenhower	\$100.4M (\$50.2M, \$50.2M)	New Barracks Complete
6	2018	Grant	\$48.2M	New Barracks Complete
7	2019-2020	Bradley	\$144.8M (\$72.4M, \$72.4M)	New Barracks Complete
8	2020	Lee	\$38.3M	New Barracks Complete
9	2021	Sherman	\$50.5M	New Barracks Complete
Total			\$628.6M	

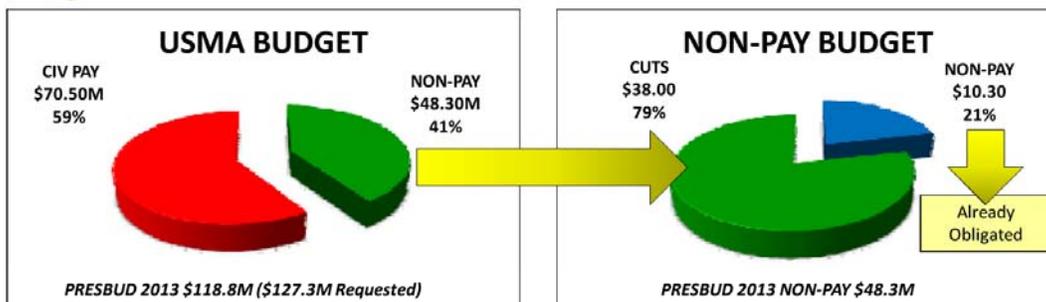


2. Budget Impacts

- Superintendent's Priorities
- Military Training
- Program Reviews
- USMA Faculty



Budget Impacts



ACADEMY PRIORITIES

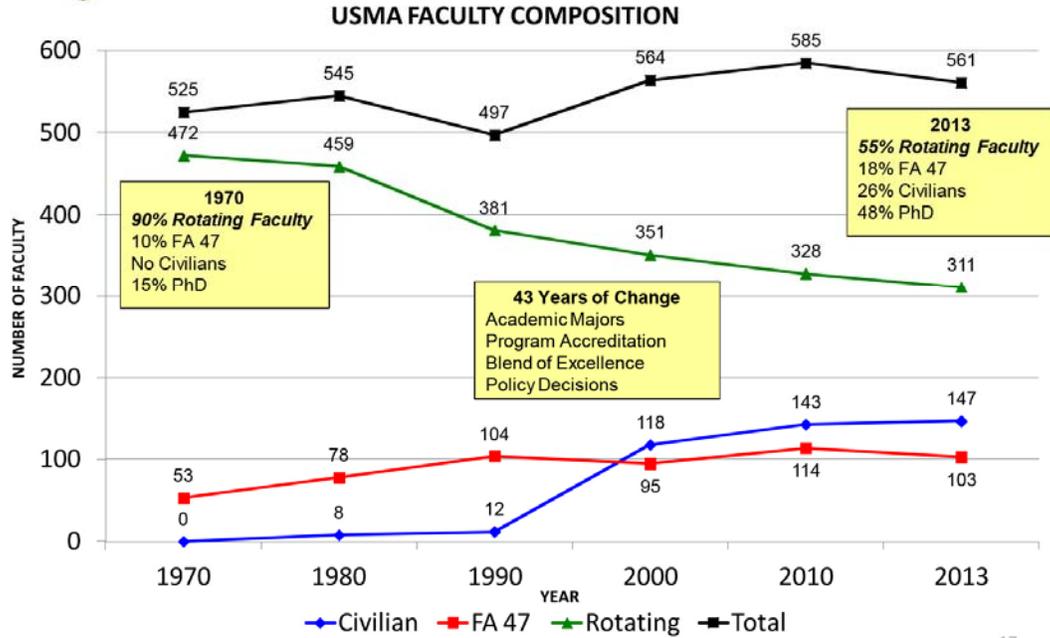
- Graduate, Commission, and PCS Class of 2013 (May 2013).
- Admit the class of 2017 (June 2013).
- Educate and train the Corps of Cadets between now and 30 September 2013 meeting only *minimum* graduation requirements within available funding.
- Meet Life, health and safety requirements to include sustaining deteriorating cadet barracks and critical infrastructure, renovate Scott Barracks (Sustainment, Restoration and Modernization Dollars), and build new barracks (Military Construction Dollars).



- **Suspend ALL USMA appropriated funded conference participation and travel unless directed by higher headquarters (OSD/HQDA).**
- **Suspend ALL 2013 West Point hosted conferences from all funding sources pending resolution of budget uncertainties.**
 - CTC Student/Cadet Conference (25 – 26 MAR) - **CANCELLED**
 - West Point Security Conference (29 MAR – 1 APR) - **CANCELLED**
 - Global Leadership Conference (3 – 5 APR) - **CANCELLED**
 - MILSPACE On Fire Rendezvous (4 – 7 APR) - **CANCELLED**
 - West Point Negotiation Conference (11 -12 APR) - **CANCELLED**
 - General Donald R. Keith Memorial Cadet Capstone Conference (2 MAY) - **Approved**
 - West Point Bridge Design Contest Final Round (2 MAY) - **Approved**
 - Improving College Mathematics Teaching Through Faculty Development (2 MAY) - **CANCELLED**
 - Science, Technology, Engineering and Mathematics Workshop (STEM) (28 – 31 MAY) - **Approved**
 - Superintendent's Senior Conference (30 MAY – 1 JUN) - **CANCELLED**
 - Summer Seminar in Military History (10 JUN – 28 JUN) - **Pending**
 - American Society of Civil Engineers (ASCE) Excellence in Civil Engineering Education (ExCEED) Teaching Workshop (21 JUL – 26 JUL) - **CANCELLED**
- **ALL spring cultural immersion and Academic Individual Advanced Development (AIADs) cancelled except Kazakhstan.**



Graduate the Class of 2013	\$350K
Send Graduating Class TDY to BOLC B	\$2,000K
Conduct Cadet Summer Training	\$3,000K
Receive the incoming Class of 2017	\$120K
Renew the laboratory technician contract for AY 13-14	\$1,800K
Execute congressionally requested Admissions travel	\$135K
Send Soldiers to required schools (ILE, CGSOC)	\$600K
Meet contractual requirements of NCAA Division 1 Sports Program	\$1,500K
Prepare to execute renovations to Scott Barracks (CBUP)	\$350K
Renew software licenses and maintenance contracts for IT	\$400K
Renew critical library subscriptions	\$450K
Meet minimum pilot sustainment hours (flying hour program)	\$70K
Fund critical outstanding obligations	\$1,500K
Total Survival costs:	\$10,455K



17



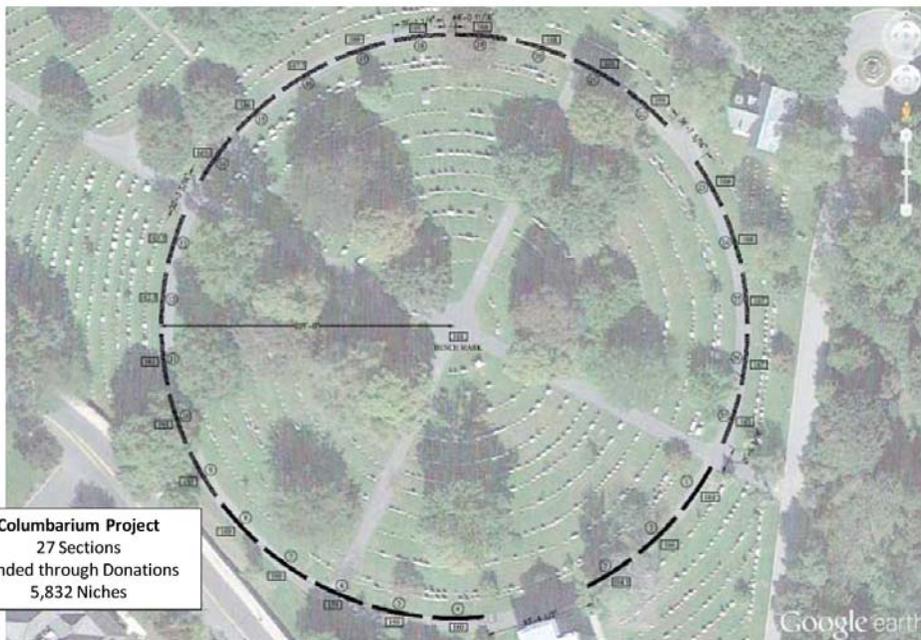
- USMA has 660 Direct Pay Government Workers (179 Title 10, 489 Title 5)
- Projected Furlough Dates
 - Start: Week of 22 April
 - End: Week of 13 September
- We will transfer Pay to No-pay on a monthly basis to sustain minimum operations
- Furlough dollars are part of the current operating budget allocation to USMA
- By the end of the Fiscal Year (30 September 2013), total transferred: \$5.6M

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3. USMA alignment to US Army

- Non-Appropriated Fund Instrumentalities
- Housing Policy
- Security Cooperation
- Cemetery Operations and Expansion





4. In the News

- SHARP, DADT, Religious Accommodations
- Academic Centers
- Admissions
- Branching

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- USMA input submitted to the Secretary of the Army Report for the Secretary of Defense
 - Training
 - Curriculum
 - CASH/A Program
- Six Sexual Assault Cases this Academic Year
 - 2 Male, 4 Female Victims (1 Faculty Spouse)
 - 1 Cadet Subject (Hugging), 5 Civilian Subjects
- Defense Manpower Data Center (DMDC) Semi Annual Sensing Sessions and Survey
- Defense Advisory Committee on Women in the Service (DACOWITS) visit

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Class	2016	2015	2014	2013
Total Applicants	15,170	13,954	12,267	11,104
Men	12,101	11,198	9913	8936
Women	3069	2756	2347	2168
Minority (Black) (Hisp)	5363 (1904)(1545)	4727 (1611)(1469)	4215 (1354)(1287)	3632 (1106)(1041)
Scholars	1558	1575	1252	1130
Athletes	663	714	753	728
Qualified	2638	2554	2340	2085
Accepted (W)(B)(H)	1177 (189)(103)(115)	1247 (212)(135)(122)	1396 (253)(127)(125)	1299 (186)(91)(129)

2017 Class size: 1,200. To date applications: 15,500+

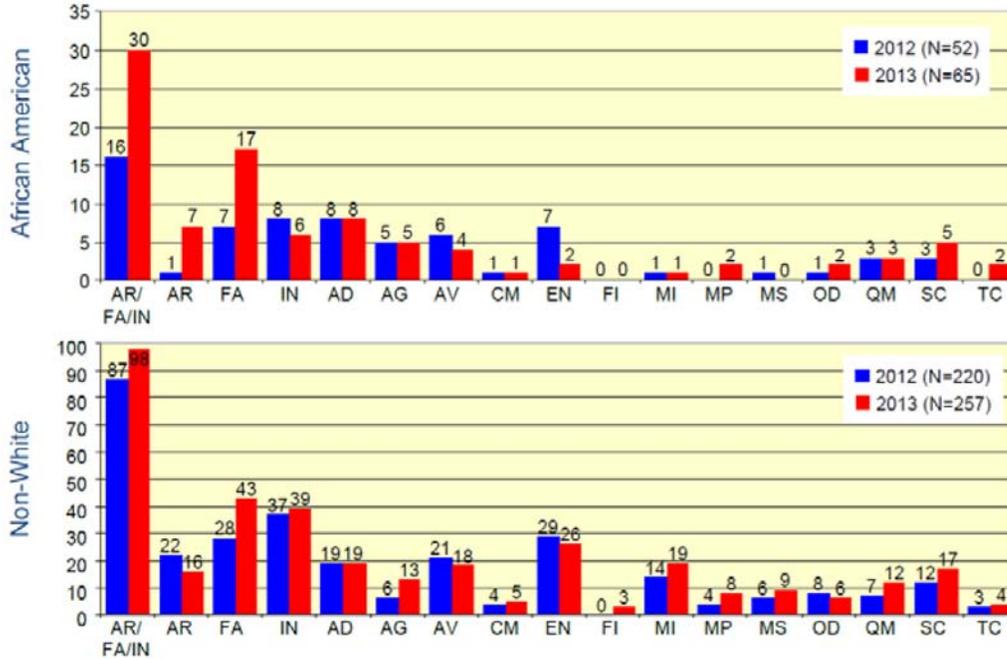


Admissions Update Class 2017

	Total	Women	African American	Hispanic	Scholars	Leaders	Athletes	Soldiers
Applicants	15,401	3124	1865	1711	1680	951	502	1731
O/S LOAs	35	5	6	1	4	4	19	11
Offers	883	173	58	94	432	272	96	50
Accepts	582	109	39	61	240	172	82	44
Declines	20	3	2	3	13	6	1	0
Offers Withdrawn	1	1					1	



The number of African American cadets in Armor, Infantry, and Field Artillery nearly doubled from last year.



5. Upcoming Events

- Yankees Exhibition Game (30 Mar)
- Chief, Armed Forces Joint Staff, Brazil (2 Apr)
- CODELs (Apr 2013)
- USMA Graduation (SD, alt. SA) (25 May)
- President of Indonesia (31 May)

- VA Directors International Conference (Apr 2014)



Mission Information:

- USMA Strategic Plan
- West Point Leader Development System (WPLDS)
- USMA Style Guide

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BOARD BUSINESS

Remaining Issues

28



ADJOURN



USMA Board of Visitors 2013 Summer Meeting Agenda

Wednesday, 19 June 2013

Cannon House Office Building, Room 340

New Jersey and Independence Avenues SE, Washington, DC

BoV Meeting Agenda:

- 1400-1405 Chairman's Opening Remarks
- 1405-1410 Superintendent's Remarks
- 1410-1415 SECARMY / SECARMY Representative Remarks
- 1415-1420 Administrative announcements
- 1420-1445 Superintendent's Update
 - USMA Update
 - Graduation 2013
 - Class of 2017
- 1445-1530 USMA Update
 - Military Program (Summer Training)
 - Summer Term Academic Program (STAP)
 - AIADs
 - Civilian/Military Reductions, Budget, MILCON
- 1530 Remaining Board Business/Adjourn

Proposed 2013 BoV Meeting Dates:

Annual (Fall) Meeting – Wednesday, October 16, West Point, NY

USMA Attendees:

LTG David Huntoon, Superintendent

COL Charles A. Stafford, Chief of Staff

Ms. Maureen Fitzgerald, Director of Strategic Initiatives

Mrs. Deadra Ghostlaw, Designated Federal Officer (DFO)

MAJ Scott Pickler, Aide de Camp

Mr. Jeffery Reynolds, DSI Executive Officer (ADFO)

FOUO

MINUTES
BOARD OF VISITORS ORGANIZATIONAL MEETING
JUNE 19, 2013
WASHINGTON, DC

1. **DESIGNATED FEDERAL OFFICER'S REMARKS.** Colonel (COL) Charles Stafford 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. **CHAIRMAN'S REMARKS.** Vice Chairman Bob Archuleta, in the absence of the Chairman, Congressman Shimkus, called the meeting to order at 1413.
3. **ADMINISTRATIVE ANNOUNCEMENTS.** Meeting packages included the agenda, and briefing slides.
4. **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.
5. **SUPERINTENDENT'S REMARKS.** LTG Huntoon, USMA Superintendent, made brief comments welcoming Congresswoman Loretta Sanchez and introducing LTG Robert L. Caslen, Jr., who will become the 59th Superintendent of USMA on 17 July 2013.
6. **MR. LAMONT'S REMARKS.** The Assistant Secretary of the Army for Manpower and Reserve Affairs, Honorable Thomas Lamont, addressed the BoV. Mr. Lamont addressed a few concerns the Army is currently addressing. The first is balancing Soldier and Family programs, which are competing for the same dollars and the significant struggles those programs are experiencing. The budget for FY 2014 is being put together and at the same time looking at POM 15-19; the Army can't continue to fund things at 60 to 75 percent and think they can all be funded; a 1-N prioritization to determine what can't be funded.

In recruiting, the Army now has the highest number of high school graduates they've ever had; it's anticipated that with the economy improving and the transitioning of veterans to the private sector, by 2015, the Army may run into a problem with recruiting. The Army Marketing Group's funding will be cut by 75 percent by 2015, and even more in 2016, which means the Army cannot put commercials on TV or make media spots, which will affect recruiting as well. The Secretary of the Army, John McHugh, has put out a directive opening all remaining closed MOS units and positions to women as expeditiously as possible, but not later than January 2016 and he expects that West Point will be ready. Finally, Mr. Lamont spoke about concerns with IDES (Individual Disability Evaluation System), the SHARP (Sexual Harassment and Assault Response and Prevention) program, and Army Suicides. SHARP is the number-one priority for the Army. There are currently 26,000 Soldiers in the IDES system that cannot be used or deployed. There is more focus on behavioral health screening, ensuring Sexual Assault Response Coordinators are appropriately screened, including a behavioral health screening and sitting down with a behavioral health expert. The Army is required to have all sexual assault coordinators and recruiters go through behavioral health screening by 1 August 2013. To date, there have been about 162 suicides in the Army, both from active duty and inactive duty; in fact, there were more suicides from inactive duty Soldiers than active duty Soldiers; of those, more than 60 percent had not deployed. Mr. Lamont addressed questions from the Board regarding the screening process for enlistment as well as one regarding promotion and recruitment use of social media.

7. BOARD BUSINESS.

- a. **NEW MEMBER WELCOME.** Vice Chairman Archuleta welcomed one new member to the BoV, Congresswoman Loretta Sanchez.
- b. **OTHER BOARD BUSINESS.** COL Stafford addressed the Board recapping some highlights for the past meeting regarding cadet barracks construction, sustainment restoration/modernization, civilian furlough and aligning USMA with Army policies in the area of housing, West Point Cemetery, Sexual Harassment Assault Response and Prevention (SHARP) and suicide resilience. Discussion was brought up regarding the proposed date for the Fall BoV Meeting of 16 October 2013. Members wished to be provided with more than one date for the fall meeting, so a consensus could be reached on the date. The date of 16 October 2013 was chosen so it could be held close to the Thayer Award Ceremony on 17 October 2013. It was decided to determine a date for the Fall USMA BoV meeting at a later time.

8. **USMA UPDATES.** LTG Huntoon, USMA Superintendent, focused attention on the mission of USMA, particularly USMA's role to inspire its graduates to a lifetime of service to the nation.

LTG Huntoon next focused attention on the demographics of the graduating Class of 2013, citing the 1,007 graduates represent 19 percent of all newly commissioned officers to the Army. Of those, exactly 133 were attendees of the United States Military Academy Preparatory School (USMAPS), 12 were combat veterans, and 15 were international cadets.

For the incoming Class of 2017, LTG Huntoon noted there were approximately 17,000 applicants to the Academy, of which 1,204 new members were assessed, selected and scheduled to arrive on July 1, 2013. Of those, 29 are combat veterans, 16 are international students and 200 others were accepted to USMAPS. Ms. McNally raised a question about the higher attrition rate of US MAPS to which LTG Huntoon replied and clarified the reasons were historically due to academics. However, with the collocation of US MAPS and USMA, there is now a higher, concerted effort to increase coordination and oversight of the academics to strengthen the connection and lower the attrition rate of the US MAPS Cadet Candidates.

The next topic covered by LTG Huntoon was that of Cadet Summer Training and the dispersion of the United States Corps of Cadets after graduation. LTG Huntoon outlined the five major elements of military training (Cadet Leader Development Training, Cadet Field Training, Cadet Basic Training, Cadet Candidate Basic Training and Cadet Troop Leader Training), Military Individual Advanced Development (which includes Airborne, Air Assault, Sapper and Combat Diver schools) and then the academic and athletic elements, which included SHARP Training and Physical Individual Advanced Development.

LTG Huntoon then turned to COL Stafford to address USMA civilian personnel programs, the status of the budget, and an update on the military construction programs ongoing at the Academy.

COL Stafford began by addressing civilian furloughs, which affected 2,028 civilians on West Point by cutting 11 days/88 hours from their work calendar and pay and how the staff would adjust accordingly.

In addition to the furlough, seven individuals were waiting for approval for a civilian Reduction-In-Force (RIF). Also, an estimated 70 civilian personnel reduction is anticipated for FY 14 however, the actual reduction will be managed through retirements and personnel moves to non-appropriated funded positions reducing the required number of civilian reductions to approximately 25.

The affect of the sequestration in terms of dollars translated into 20 percent less funding for the current year. COL Stafford outlined cuts in academy programs which included cancellation of spring and summer cultural immersion language development training, reduction of faculty and staff professional training and travel, reduction in the semester abroad program, limiting Cadet Troop

Leader Training to CONUS locations only, reduced the length of Cadet Field Training by eight days, as well as Cadet Candidate Basic Training, and eliminated attendance to the French Commando and Airborne Schools.

Also, the Summer Leaders Experience was reduced by 50 percent, cadet clubs and extracurricular activities were cut by \$1 .5 million, and appropriated fund support to NCAA sports was cut by \$3 million by consolidating athletic teams to be more efficient as it relates to travel and lodging. Another measure taken to reduce spending is in sustainment reductions and deferring of academic equipment lifecycle replacement.

COL Stafford then updated the board on the status of the Cadet Barracks upgrade and refurbishment, detailing its impact and timeline on the current living conditions of the Corps of Cadets due to compressing the Corps into existing living quarters (i.e. three cadets in a two cadet room for the majority of the Corps).

LTG Huntoon discussed the standing up of the Army Cyber Center of Excellence in close coordination with the United States Army Cyber Command in order to educate cadets in the study of the whole business of the cyber threat to the nation at a high-technological level.

- 9. REMAINING BOARD BUSINESS.** Ms. Fulton read a statement to the Board addressing LTG Huntoon about the Army Rugby player situation and expressed her concern as to whether the disciplinary actions taken by the USMA Leadership in response were adequate and appropriate. LTG Huntoon responded by acknowledging the inappropriate behavior of the former cadets as well as the Academy's disappointment with the behavior. He informed the Board of the formal investigation conducted by AR 15-6 and how he felt its recommended disciplinary actions by the entire leadership team were appropriate.

Congresswoman Sanchez added her disappointment in the behavior of the cadets and asked if the current due process was in accordance with policy and regulation, then would a review of the current policy be conducted and revised. Congressman Shimkus added a point of concern and his suspicion that this behavior was ever-present during Rugby team cadets' entire time at West Point but it was not discovered until recently. Ms. McNally questioned what new steps were being taken to correct and prevent future behavior and recurrence within the Corps of Cadets.

LTG Huntoon responded to the Board outlining the Academy's plan for prevention training, which begins within 72 hours of a New Cadet entering the Academy and spans the entire four years at West Point. The new training programs are now embedded in the curriculum so as to make them a high priority. In addition to prevention, measures are being taken in response which is in accordance with Army and Department of Defense standards. Force protection measures, such as the Collapse Plan are designed to ensure no cadet is placed in a position of vulnerability during periods of time when the Corps is dispersed for extended periods by ensuring cadets, if needed, are moved so they are never alone.

LTG Huntoon highlighted the follow-up plan to incidents ensuring that when an incident does occur, the Corps of Cadets is informed so they may discuss and absorb lessons learned. The goal is to ensure all cadets understand when an incident takes place, due process is followed, action is taken, and the command does the right thing, which builds confidence to step forward and report events happening to themselves or contemporaries.

A self-assessment is currently being developed so that the Academy can learn to understand how they view themselves as well as identify metrics for measurement such as frequency of reporting, the number of cases, the presence of alcohol in those cases, etc.

Congresswoman Sanchez expressed her further concern about the gap between USMA's current self-assessment and the perceived assessment of the American people, because in her opinion it was

wrong of the Academy to allow those cadets to graduate and continue to serve as officers, therefore new laws and policies may be needed to improve the assessment process and close that gap.

Congressman Shimkus asked if LTG Huntoon would be willing to conduct a separate meeting in a different forum to discuss this incident so that people can understand how such an event could happen at USMA as well as how to prevent future recurrence. This was supported and echoed by Ms. McNally who then asked if LTG Huntoon could summarize three key lessons learned and what changes were put in place as a result.

LTG Huntoon's first key point was the failure to meet the standard on the leadership concept of presence and listening, and how measures were put into place to ensure this cannot happen in other like-kind organizations within USMA. A second key point was the flaws in the Rugby team's oversight structure and ensuring other athletic programs and clubs' structure do not have the same flaws. The third key point is the idea of the organizational culture, and how the leadership must take a stance that this culture will not be tolerated. It must ensure that leaders and commanders are engaged, communicating and listening so that they have a sense of the organization to ensure the cadets live the Army values and the values of USMA.

Ms. Fulton interjected with the observation about the class composition of women (as well as the faculty) being between 14-16 percent female and questioned if there were any plans to increase that percentage. LTG Huntoon confirmed that the Academy is currently working in direct coordination with the Army to increase the ranks of women. He stated the matter is even discussed at Academic Boards and a continuous dialogue with the Admissions department, the ASA (M&RA) and HQDA G-1 as well.

Finally, LTG Huntoon concluded with a comment on assessment and accountability and ensured the monthly sexual assault review boards are not acting in isolation. The USMA leadership continues to look at, listen to and make adjustments so they can affect an organizational culture change on a relentless basis.

Moving onto other business, COL Stafford presented the minutes from the prior Bo V meeting and recommended they be approved. Congressman Shimkus made a motion to approve, it was seconded, and they were approved.

Congressman Shimkus also stated he wanted to have a meeting with local officials to discuss infrastructure topics, and also to meet with a group of dependents on the installation to discuss the post and activities for them. Mr. Murphy recommended meeting with some of the academic staff as well.

Congressman Shimkus asked if the Dean of Academic Board would consider the desire of some of the board to be involved in some of the classroom activities and be a part of the education process. LTG Huntoon agreed to facilitate that request.

Mr. Archuleta expressed a desire to interact with some of the cadets, particularly female cadets and SHARP program leaders, in order to lay some groundwork for the Class of 2017 as it relates to sexual harassment and assault. Ms. Fulton added she would like to have some time to interact with some of the female faculty on the subject to gain some of their insights and experience.

Mr. Archuleta made final comments to congratulate LTG Huntoon on his term as the Superintendent, thanking him for his years of service.

Congressman Shimkus' final remarks were to bring attention to the list of recently fallen West Point graduates and pointed out the reason for such high expectations of the Academy and its graduates is because of the high price the fallen have paid.

10. ADJOURNMENT. There being no further comments, Congressman Shimkus adjourned the meeting at 1630. This concluded the 19 Jun 2013 Summer Meeting of the USMA Board of Visitors.

Certified by:



CONGRESSMAN JOHN SHIMKUS
Chairman
USMA Board of Visitors



DEADRA GHOSTLAW
Designated Federal Officer,
USMA Board of Visitors

Appendix:
Attendance Roster
Statement Made by Ms. Brenda “Sue” Fulton

ATTENDANCE ROSTER

Congressional Members:

Senator Jack Reed
Senator Richard Burr
Congressman Mike Conaway
Congressman John Shimkus
Congressman Steve Womack
Congresswoman Loretta Sanchez
Presidential Appointees:
HON Bob Archuleta
Ms. Sue Fulton
Mr. Travis Morrison
Mr. Patrick Murphy
Ms. Liz McNally

The following members were absent:

Senator Mary Landrieu
Congressman Steve Israel
Ms. Elizabeth McNally

Based on the BOV attendance, a quorum was present.

Other attendees:

The Honorable Thomas Lamont, Assistant Secretary of the Army for Manpower and Reserve Affairs
COL Larry Wark, ASA (M&RA)
LTC Robert Magee
MAJ Conrad Jakubow, SAFM-BUL
MAJ Derek Noel, OCLL
MAJ Christine Orser, OCLL
USMA command and staff members in attendance:
LTG David Huntoon, Superintendent of the United States Military Academy
COL Gus Stafford, USMA Chief of Staff
Ms. Maureen Fitzgerald, Director of Strategic Initiatives (DSI)
MAJ Jeff Pickler, Superintendent's Aide de Camp
Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff and Assistant DFO
Mr. Jeffrey Reynolds, DSI Executive Officer

Legislative Assistants:

Ms. Carolyn Chuhta, Legislative Assistant to SEN Reed
Ms. Adrielle Churchill, Legislative Assistant to CONG Womack
Mr. Jim Goldstein, Legislative Assistant to CONG Shimkus
Ms. Joy Henrichs, Legislative Assistant to CONG Shimkus
Mr. Dennis Call, Legislative Assistant to SEN Burr
Ms. Annie Yea, Legislative Assistant to CONG Sanchez
Mr. Curt Owens, Legislative Assistant to CONG Gibson
Ms. Bridget Burns, Legislative Assistant to SEN Gillibrand

Members of the Public:

LTG Robert L. Caslen, Jr.
MAJ Charles Bailey
BG (US Army, Ret) Samuel Lessey
Mr. Greg Mathieson, MAI photographer
Ms. Joan Grey
Ms. Donna McAleer
Mr. Dan Alle
Ms. Keegan Cotton
2LT Hamid Nassir
Mr. Bernard Ingold (OCLL)
Mr. Larry Abramson (NPR)
Mr. Michael Beans
CPT Brandon Archuleta

AN OPEN LETTER TO THE LEADERSHIP OF THE UNITED STATES MILITARY ACADEMY AT WEST POINT

It was hard to attend graduation this year. I knew that almost a dozen rugby players would be walking across the stage — rugby players who had participated in pornographic, misogynistic, sometimes racist weekly emails, targeting their own fellow cadets. Emails that included language like “the only thing <woman cadet’s name> can call out is her own name as she tucks <her boyfriend> in the ass with an 8” black strap-on” and “<woman cadet’s name> needs to be raped by like twenty big black dudes.” Emails that included photos taken of women cadets without their knowledge, captioned with sexually suggestive and/or violent comments.

You could tell when the rugby players accepted their diplomas, because their sleeves were bare of rank — part of that “maximum punishment” West Point claimed they received: loss of cadet rank, 120 hours on the area (60 suspended), and 8 hours of “intensive Respect training.” I suppose I should be grateful that the underclass rugby players will be given the full six months of Respect mentorship, though they received fewer hours on the area. “Maximum” indeed.

So I watched these new 2nd Lieutenants, walking across the same stage as one of the women they tormented. I was assured that they had a rough week. Well, so did that woman, who spent the last few months before her graduation being relentlessly harassed for turning over one of the emails to West Point leadership. I wondered what it would be like to be a woman soldier in a platoon led by one of those creeps.

I understand the punishment was solely the decision of the new Commandant, an officer who has managed to serve for 29 years and yet commanded women for a grand total of maybe ten months. He’s not the first general to be placed in a command for which he wasn’t qualified, but one would hope he would have gotten better advice. Instead — fully backed by the Superintendent — he was impressed by the fact that the men stood together, taking their punishment as a team, and decided that they would make fine officers, thank you very much.

That idea of “standing together as a team” is less impressive when you realize that it’s about a group of men standing together over their rejection of women as members of that team, as classmates, as equals. That was the message sent to the Corps, as replayed to me by a couple of male cadets: what matters is that the men closed ranks — and they “got over.”

I also heard how “remorseful” the boys were. Yes, so “remorseful” that one of them sent a photo of his friend “flipping the bird” after graduation to the woman who turned over the email.

A year ago, I attended a Sexual Assault Training workshop for the second class, in Thayer Hall’s South Auditorium. Prompted to come up with a typical “pick-up line,” one of the cows stood up and made a rape joke. The “trainers” joined the rest of the class in laughing, and made no comment about the appropriateness of his comment.

This fall, cadets will come back from summer training to a West Point leadership leaflet on their desks that tells them, “You are joining a brotherhood.” *A brotherhood*. Seriously??

I am deeply troubled. I have seen no evidence that West Point's senior leadership has a clue about the current command climate and its utter contempt for women. Meanwhile, I have seen plenty of evidence that women cadets and officers remain second-class citizens at the Academy.

I love the Army, and I love West Point. I believe in the values that are supposed to define the Academy, and I know dozens of officers at West Point who share those values and hundreds of graduates – *male and female* – who have upheld those values, on the battlefield and beyond. And because I love West Point, because I live these values, I am speaking out. Our cadets and officers deserve better leadership.

Please give me some reassurance that the motto of West Point is still "Duty, Honor, Country," and not – as it appears to be – "Bros before Hos."

Respectfully,

Brenda Sue Fulton
West Point Class of 1980
Member, US Military Academy Board of Visitors



United States Military Academy Board of Visitors Meeting

20 March 2013



CALL TO ORDER



REMARKS

Superintendent
United States Military Academy



REMARKS

Secretary of the Army Representative

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BOARD BUSINESS

Administrative Remarks Roll Call

6



1. Class of 2013 Graduation
2. Class of 2017
3. USMA Update
 - Military Program – summer training
 - Summer Term Academic Program
 - AIADs
4. Civilian Personnel, Budget, MILCON
5. In the News
6. Upcoming Events



UPDATE

Superintendent
United States Military Academy





**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.**

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1. Class of 2013 Graduation
2. Class of 2017
3. USMA Update
 - Military Program – summer training
 - Summer Term Academic Program
 - AIADs
4. Civilian Personnel, Budget, MILCON
5. In the News
6. Upcoming Events

10



1. Graduation 2013

1,007 cadets received their diplomas

- 137 Women
- 55 African American
- 70 Asian/Pacific Islander
- 95 Hispanic
- 5 Native American

133 attended the US Military Academy Preparatory School (110 men, 23 women)
 12 combat veterans (11 men, 1 woman)

1 commissioned in US Marine Corps
 1 commissioned in US Navy
 85 sons or daughters of U.S. Military Academy graduates

15 Foreign National cadets: Colombia, Georgia, Honduras, Latvia, Lebanon,
 Nicaragua, Panama, Peru, Philippines, Poland,
 Romania, Slovenia, Taiwan, Thailand and Tunisia



2. Class of 2017

1,204 new cadets

- 194 Women
- 113 African American (91 men, 22 women)
- 77 Asian/Pacific Islander (62 men, 15 women)
- 128 Hispanic (103 men, 25 women)
- 8 Native American (8 men)
- 28 Other/Unknown (24 men, 4 women)

200 accepted from US Military Academy Prep School (177 men, 23 women)
 29 combat veterans (27 men, 2 women)

90 sons or daughters of U.S. Military Academy graduates

16 Foreign National cadets: Afghanistan, Botswana, Cambodia, Jordan,
 Kazakhstan, Latvia, Malaysia, Moldova,
 Mongolia, Nigeria, Philippines, Rwanda,
 South Korea, Thailand, and UAE



3. USMA Update

- Military Program – summer training
- Summer Program
- AIADs

UNITED STATES MILITARY ACADEMY WEST POINT		July 2013																													As of: 17 May 2013			
ORGANIZATION		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		
USMA B-DAY					NO DAY		Concert											USMA School Conc.																
BAND					Land Navigation SPT West Hampton		NO DAY																											
USMA B-DAY							4th of July Concert																											
		<p>CADET FIELD TRAINING LTP</p> <p>CADET FIELD TRAINING</p> <p>PHAD WINDOW</p> <p>CADET BASIC TRAINING 1</p> <p>CADET BASIC TRAINING 2</p> <p>CADET BASIC TRAINING LTP II</p> <p>CADET TROOP LEADERSHIP TRAINING 2 (21 June - 13 July)</p> <p>AR ASSAULT 3 (7 July - 18 July)</p> <p>CADET TROOP LEADERSHIP TRAINING 4 (14 June - 4 August)</p> <p>AASLT 4 (29 Jul - 10 Aug)</p>																																
THE ACADEMY SCHEDULE																																		
CAMPS		<p>Summer Term Academic Program 2 (10 JUN-10 JUL)</p> <p>ASCE SUCCESS Teaching Workshop - COL</p> <p>PHAD WINDOW</p>																																
BASKETBALL (B)																																		
BASKETBALL (G)																																		
TEENN																																		
HOCKEY																																		
WRESTLING																																		
SWIMMING																																		
DARTS																																		
LACROSSE																																		
TRACK (G)																																		
SOCCER (B)																																		
SOCCER (G)																																		
VOLLEYBALL																																		
RUGBY																																		
BASEBALL																																		
PLANNING																																		
ORGANIZATION																																		



- **Cadet Leader Development Training (CLDT)** **28 May to 15 June**
 - 1,054 Cadets (852 1st Class, 202 2nd Class)
 - Platoon Operations under Stress
- **Cadet Field Training (CFT)** **8-26 July**
 - 1,417 Cadets (83 1st Class, 187 2nd Class, 1147 3rd Class)
 - Squad Operations and branch exposure
- **Cadet Basic Training (CBT)** **1 July to 12 August**
 - 1,467 Cadets (80 1st Class, 187 2nd Class, 1193 New Cadets)
 - Individual Training and Reception
- **Cadet Candidate Basic Training (CCBT)** **23 July to 7 August**
 - 76 Cadets, 246 Cadet Candidates
 - Orientation, Individual Training, Reception
- **Cadet Troop Leader Training (CTLT)** **2 June to 4 August**
 - 1,100 Cadets (594 1st Class, 502 2nd Class) (three x 21-days)
 - Officer Leadership

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- **Military Individual Advanced Development (MIAD)**
 - 1,006 Cadets (Majority 3rd Class)
 - Airborne, Air Assault, Combat Diver, Sapper, SHARP, etc
 - Personal Skills and Qualification
- **Academic Individual Advanced Development (AIAD)**
 - 400 AIADs (217 Appropriated Funds – remainder Gift, Dropped 52)
 - Depth in Major (195), Research (65), Broadening (48)
 - 85% Domestic, 15% International
- **Physical Individual Advanced Development (PIAD)**
 - 349 Cadets (50 1st Class, 96 2nd Class, 203 3rd Class)
 - NCAA Sports (Baseball, Basketball, CC/Track, Football + Sprint, Golf, Gymnastics, Hockey, Lacrosse, Soccer, Swimming, Tennis, Volleyball, Wrestling)
 - Personal Skills

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4. Civilian Personnel

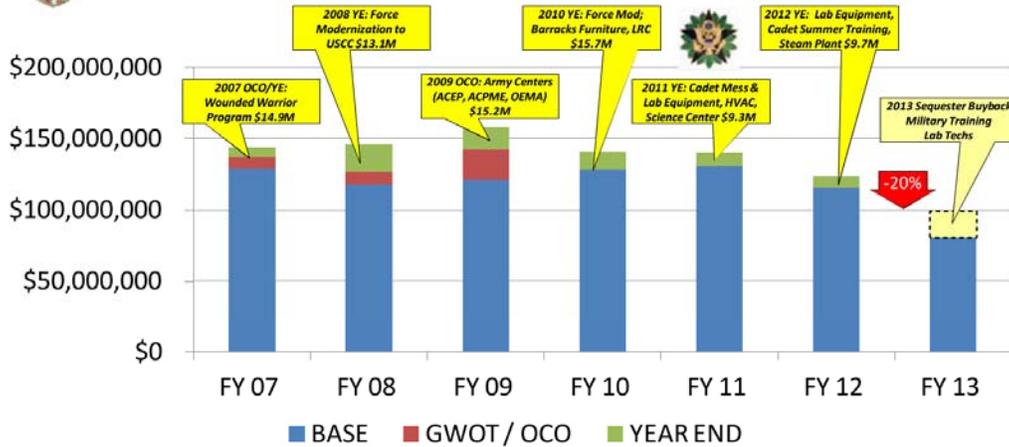
Budget

Military Construction (MILCON)



CATEGORY	USMA	USAG	MEDDAC	LRC	NEC	OTHER	TOTAL
FURLOUGH	675	675	263	225	58	80	1,976
EXCEPTIONS	19	4	29	0	0	0	52
TOTAL	694	679	292	225	58	80	2,028

- **FY13 Furlough** (8 July - 30 September)
- **11 Days, 88 hours** (2 days / pay-period)
 - Exceptions include Life, Health, Safety, Non-US, Non DoD and Gift Funded
 - Other includes MICC, DENTAC, CPAC, CAPE, Interns, and CID
- **Awaiting Release of FY13 Reduction in Force** (7 personnel)
- **Requested RIF Authority for FY14**
 - Anticipate a Civilian Reduction of 70 personnel
 - Anticipate 25 RIF



CATEGORY	FY07	FY08	FY09	FY10	FY11	FY12	FY13
BASE	\$128,905,000	\$117,919,000	\$121,323,000	\$128,145,000	\$130,828,000	\$115,319,000	\$80,729,000
GWOT / OCO	\$8,200,000	\$8,920,000	\$21,144,000	\$308,000	\$101,000	\$75,000	\$75,000
YEAR END	\$6,700,000	\$19,285,000	\$15,665,000	\$12,311,000	\$9,259,000	\$8,336,000	\$18,464,000
TOTAL	\$143,805,000	\$146,124,000	\$158,132,000	\$140,764,000	\$140,188,000	\$123,730,000	\$99,268,000



Academic Year Reductions

- Cancelled Spring and Summer Cultural Immersion and Language Development Training Opportunities funded with appropriated dollars - \$2,000K
- Reduced Faculty and Staff travel and professional training opportunities - \$2,000K
- Reduced Appropriated Fund Semesters Abroad by 17% - \$1,000K

Military Program Reductions

- Cancelled Overseas Cadet Troop Leader Training Opportunities - \$1,000K
- Reduced Summer Training (CLDT – Role players: \$570K, CFT - 8 Days: \$237K, CCBT – 2 Days -\$50K) -\$850K
- Cancelled Overseas MIAD Training Opportunities - \$1,000K
- Reduced Summer Leadership Experience from 14 Days to 7 Days

Physical Program Reductions

- Reduced appropriated fund support to Cadet Clubs and Extracurricular Activities - \$1,500K
- Reduced appropriated fund support to NCAA Athletics - \$3,000K



- **Sustainment Reductions**
 - Deferred 50% of the replacement of academic laboratory equipment - \$1,500K
 - Deferred 100% of the replacement of Cadet Candidate laptops - \$450K
 - Deferred non-critical replacements of Faculty and Staff IT equipment - \$600K
 - Slowed civilian hiring, reduced overtime and suspended cash awards - \$3,000K
 - Reduced contracts, transportation, supply purchases, and conferences - \$2,000K
 - Limited Public Outreach (e.g. 5 USMA Band Concerts cancelled, flight hours cancelled for Cadet Parachute Club)

- **Delayed operational capability of the Army Cyber Center**
 - Hiring Actions, Equipment

- **Furlough of all Civilian Employees for 11 Days**

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Cadet Barracks Upgrade Program



Scott Barracks
Contract Award - 13 June 2013



New Cadet Barracks
Contract Award - 23 June 2013

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5. In the News

Sexual Assault / Harassment

Army Cyber



Army SHARP at USMA:

Prevention

Response

Assessment

Accountability

Challenges, Opportunities, Sustains



- **Training**
 - Initial Training within 72 hours of arrival
 - SHARP included in the New Cadet Handbook
 - SHARP Refresher Training integrated into Summer Leader Training Program
 - Army 80-Hour SHARP Training Course offered as MIAD
 - SHARP discussed at the start of each Academic Semester during Reorganization Week
 - Tailored Developmental Training by Class for each Academic Year, SME presentations
- **Programs**
 - Army SHARP – All Cadets, Staff and Faculty complete Army SHARP Training annually
 - Professional Military Ethic Education
 - Respect
 - SHARP collaboration with TRADOC and ROTC
- **Curriculum**
 - PL100 General Psychology - PY201 Philosophy
 - PE215 Personal Fitness - SS202 American Politics
 - PL300 Military Leadership - LW403 Constitutional Law
 - PE450 Unit Fitness - MX-400 Officership
- **Ownership** - Cadets Against Sexual Harassment and Assault (CASH/A) cadre



- FOUO -



- **SHARP Professionals**
 - Hiring USMA SARC / USMA VA
 - 4 Sexual Assault Response Coordinators
 - 14 Victim Advocates
 - Sexual Assault Response Team (SARC, VA, CID, SJA, Health Care Providers) regularly conducts quarterly internal response training
 - Partnership with Orange County and local collegiate SART professionals
- **Bystander Intervention**
- **Force Protection – USMA / USCC Polices**
 - Collapse Plan
 - Timeliness
 - West Point Safe Helpline (Posters, wallet cards, magnets, company bulletin boards, websites, Pointer View newspaper features)
 - CASH/A
- **Timely and Proactive Investigation**
 - Protect Confidentiality
 - Regular Updates to Chain of Command, Victim, Subject
 - DA Form 4833 Commander's Report of Disciplinary or Administrative Action Closure
 - Disseminate X-Y Cases with lessons learned



- FOUO -



- **External**
 - DoD SAPRO Annual Service Academy Report to Congress
 - DoD Service Academy Gender Relations Survey (Bi-annual)
 - Army SHARP Office Inspections / Assistance

- **Internal**
 - Weekly Sensing Sessions by the Commandant of Cadets
 - Monthly Sexual Assault Review Board
 - Annual Curriculum Review
 - USMA IG Survey and Inspection

- **Metrics**
 - Disciplinary Boards (at-risk population/victims and subjects)
 - Alcohol Offenses
 - Time, Location, Persons Involved
 - Timeliness of Reporting
 - Frequency of Reporting
 - Sexual Harassment Cases

- FOUO -



- **Monthly Sexual Assault Review Board**
 - All Commanders (USMA, USAG, MEDDAC)
 - All Responders (e.g. CID, Health Care Providers, ASAP, CPAC, cadets)
 - Training, Updates, Case Review, Lessons Learned

- **Program Oversight**
 - Congressional Inquiry and Visits
 - DoD Sexual Assault Prevention and Response Office
 - DACOWITS
 - Executive Steering Group
 - Army SHARP Office
 - USMA IG Inspection of USCC SHARP Program
 - USMA Board of Visitors

- **Case Outcomes**
 - Convictions / Acquittals
 - Separations / Disciplinary Actions / Mentorship Programs

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- **Hiring of USMA SARC and VA**
 - Changing Certification and Background Check Requirements
- **Case Timelines**
 - Digital Media evidence recovery
 - HQDA Separation Processing
 - Timeliness of reporting outcomes (X-Y Case)
- **Continued offering of 80-hour SHARP Course to Cadets**
 - Critical to Cadet Ownership and involvement
 - CASH/A Training and Qualification
- **Media**
 - Telling the Army Story
- **Cadet Turnover**
 - Graduating most experienced
 - R-Day reset



- FOUO -



6. Upcoming Events

- | | |
|--------------|---|
| 1 July | Reception Day - Class of 2017 |
| 17 July | USMA Change of Command |
| 19 July | Reception Day - USMAPS Cadet Candidates |
| 19 August | First day of class |
| 24-25 August | Ring Weekend for the Class of 2014 |
| 30 August | First home football game vs. Morgan State |



BOARD BUSINESS

Remaining Issues



ADJOURN



USMA BOARD OF VISITORS 2013 ATTENDANCE REPORT

BoV Member	Organizational 2013	Summer 2013	Annual 2013
Reed, SEN Jack	Present	Present	Canceled
Landrieu, SEN Mary	Absent	Absent	Canceled
Burr, SEN Richard	Present	Present	Canceled
Shimkus, REP John	Present	Present	Canceled
Womack, REP Steve	Present	Present	Canceled
Conaway, REP Mike	Present	Present	Canceled
Israel, REP Steve	Present	Absent	Canceled
Sanchez, REP Loretta	Absent	Present	Canceled
Archuleta, Mr. Bob	Present	Present	Canceled
Fulton, Ms. Sue	Present	Present	Canceled
McNally, Ms. Elizabeth	Absent	Present	Canceled
Murphy, Mr. Patrick	Present	Present	Canceled
Schwartz, MG Errol	Present	Absent	Canceled
Morrison, Mr. Travis	Present	Present	Canceled

BoV Attendance in 2013
Attended all meetings held:
Senator Jack Reed
Senator Richard Burr
Congressman John Shimkus
Congressman Steve Womack
Congressman Mike Conaway
Mr. Bob Archuleta
Ms. Sue Fulton
Mr. Patrick Murphy
Mr. Travis Morrison
Missed 1 Meeting:
Congressman Steve Israel
Congresswoman Loretta Sanchez
Ms. Elizabeth McNally
MG Errol Schwartz
Missed All Meetings:
Senator Mary Landrieu

**MATERIALS FURNISHED TO
THE 2013 BOARD OF VISITORS**

ORGANIZATIONAL MEETING

Materials:

Agenda
Briefing Slides
West Point Leader Development Guide
Strategic Plan
USMA Style Guide
USMA Cemetery Brochure
Admissions Materials

SUMMER MEETING

Materials:

Agenda
Meeting Slides

ANNUAL MEETING

Meeting Canceled

BoV Mission Statement: To inquire into the morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

BoV Areas of Inquiry 2013

Morale and Discipline

Furlough of Civilian Employees (March 2013; June 2013)

Overcrowding of Cadet Barracks (March 2013)

Physical Equipment

Cadet Barracks Update (March 2013; June 2013)

Academics and Instruction

Cancellation of spring and summer cultural immersion language training (June 2013)

Reduction of faculty and staff professional training (June 2013)

Reduction in the Semester Abroad Program (June 2013)

Cadet Troop Leader Training restricted to CONUS (June 2013)

Cadet Summer Training shortened by eight days (June 2013)

Fiscal Affairs

Fiscal and Budget Updates by the Chief of Staff (March 2013; June 2013)

Sequestration (March 2013; June 2013)

Financial Update Information Paper (March 2013)

Other Matters

SHARP and CASH/A (Cadets Against Sexual Harassment and Assault) Program Initiatives and Updates (March 2013; June 2013)

West Point Cemetery Update (June 2013)

Class Composition Update (March 2013; June 2013)

Graduation, Recruiting and Retention Update (June 2013)

Class of 2017 Demographics Update (June 2013)

USMAPS Incoming Candidates

Army Rugby Team

AN EXTRACT OF THE UNITED STATES CODE

Sec. 4355. Board of Visitors

- (a) A Board of Visitors to the Academy is constituted annually of:
- (1) the chairman of the Committee on Armed Services of the Senate, or his designee;
 - (2) three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate;
 - (3) the chairman of the Committee on Armed Services of the House of Representatives, or his designee;
 - (4) four other members of the House of Representatives designated by the Speaker of the House of Representatives, two of whom are members of the Committee on Appropriations of the House of Representatives; and
 - (5) six persons designated by the President.
- (b) The persons designated by the President serve for three years each except that any member whose term of office has expired shall continue to serve until his successor is appointed. The President shall designate two persons each year to succeed the members whose terms expire that year.
- (c) If a member of the Board dies or resigns, a successor shall be designated for the unexpired portion of the term by the official who designated the member.
- (d) The Board shall visit the Academy annually. With the approval of the Secretary of the Army, the Board or its members may make other visits to the Academy in connection with the duties of the Board or to consult with the Superintendent of the Academy.
- (e) The Board shall inquire into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.
- (f) Within 60 days after its annual visit, the Board shall submit a written report to the President of its action, and of its views and recommendations pertaining to the Academy. Any report of a visit, other than the annual visit, shall, if approved by a majority of the members of the Board, be submitted to the President within 60 days after the approval.
- (g) Upon approval by the Secretary, the Board may call in advisers for consultation.
- (h) While performing his duties, each member of the Board and each adviser shall be reimbursed under Government travel regulations for his travel expenses.

**CHARTER
UNITED STATES MILITARY ACADEMY BOARD OF VISITORS**

1. Committee's Official Designation: The Committee shall be known as the United States Military Academy Board of Visitors (hereafter referred to as "the Board").
2. Authority: The Secretary of Defense, under the provisions of 10 U.S.C. § 4355, the Federal Advisory Committee Act of 1972 (5 U.S.C., Appendix), and 41 CFR § 102-3.50(a), established the Board.
3. Objectives and Scope of Activities: The Board shall provide the President of the United States (hereafter referred to as "the President") independent advice and recommendations on matters relating to the U.S. Military Academy, as set out below in paragraphs 4 and 5.
4. Description of Duties: The Board shall provide independent advice and recommendations to the President of the United States on matters relating to the U.S. Military Academy, including the following: morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and any other matters relating to the Academy that the Board decides to consider.

The Board shall visit the U.S. Military Academy annually, and any other official visits by the Board or its members to the Academy, other than the annual visit, shall be made in compliance with the requirements set forth in Title 10, United States Code, Section 4355(d).

5. Agency or Official to Whom the Committee Reports: The Board shall submit a written report to the President of the United States within 60 days after its annual visit to the U.S. Military Academy, to include the Board's views and recommendations pertaining to the Academy, including its advice and recommendations on matters set forth in (4) above. Any report of a visit, other than an annual visit, must be made pursuant to Title 10, United States Code, Section 4355(f).

The Secretary of the Army may act upon the Board's advice and recommendations.

6. Support: The Department of Defense, through the Secretary of the Army, and the superintendent of the U.S. Military Academy, shall provide support necessary for the performance of the Board's functions and shall ensure compliance with the requirements of the Federal Advisory Committee Act of 1972 and the Government in the Sunshine Act of 1976 (5 U.S. C. § 552b).
7. Estimated Annual Operating Costs and Staff Years: It is estimated that the annual operating costs, to include travel and contract support is approximately \$118,000.00. The estimated annual personnel cost to the Department of Defense is 1.1 full-time equivalents (FTE).

8. Designated Federal Officer: The Designated Federal Officer, pursuant to DoD policy, shall be a full-time or permanent part-time DoD employee, and shall be appointed in accordance with governing DoD policies and procedures.

In addition, the Designated Federal Officer is required to be in attendance at all committee and subcommittee meetings; however, in the absence of the Designated Federal Officer, an Alternate Designated Federal Officer shall attend the meeting.

9. Estimated Number and Frequency of Meetings: The Board shall meet at the call of the Designated Federal Officer, in consultation with the Board's Chairperson. The estimated number of Board meetings is four per year.
10. Duration: The need for this advisory function is on a continuing basis; however, the Board's charter is subject to renewal every two years.
11. Termination: The Board shall terminate upon completion of its mission or 2 years from the date this charter is filed, whichever is sooner, unless extended by the Secretary of Defense.
12. Membership and Designation: The Board shall be comprised of not more than 15 members. Under the provisions of 10 U.S.C. § 4355 (a), the Board members shall include:

- a. The Chairperson of the Committee on Armed Services of the Senate, or designee;
- b. Three other members of the Senate designated by the Vice President or President pro tempore of the Senate, two of whom are members of the Senate Committee on Appropriations;
- c. The Chairperson of the Committee on Armed Services of the House of Representatives, or designee;
- d. Four other members of the House of Representatives designated by the Speaker of the House of Representatives, two of whom are members of the House Committee on Appropriations; and,
- e. Six persons designated by the President.

Board members designated by the President, who are not full-time federal officers or employees, shall be appointed to serve as special government employees under the authority of 5 U.S.C. § 3109, and these appointments shall be renewed on an annual basis. Board members shall, with the exception of travel and per diem for official travel, serve without compensation.

Board members designated by the President shall serve for three years except that any member whose term of office has expired shall continue to serve until a successor is appointed. In addition, the President shall designate two persons each year to succeed the members whose terms expire that year.

If a member of the Board dies or resigns, a successor shall be designated for the

unexpired portion of the term by the official who designated the member. The Board members shall select the Board Chairperson from the total membership.

With the exception of travel and per diem for official travel, Board members shall serve without compensation.

The Board, pursuant to 10 U.S.C. § 4355(g), may upon approval by the Secretary of the Army, call in advisers for consultation, and these advisers shall, with the exception of travel and per diem for official travel, serve without compensation.

13. Subcommittees: With DoD approval, the Board is authorized to establish subcommittees, as necessary and consistent with its mission. These subcommittees shall operate under the provisions of the Federal Advisory Committee Act of 1972, the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b), and other governing Federal policies and regulations.

Such subcommittees shall not work independently of the chartered Board, and shall report all their recommendations and advice to the Board for full deliberation and discussion. Subcommittees have no authority to make decisions on behalf of the chartered Board; nor can they report directly to the Department of Defense or any Federal officers or employees who are not Board members.

Subcommittee members, if not full-time or part-time government employees, shall be appointed by the Secretary of Defense according to governing DoD policies and procedures. Such individuals shall be appointed to serve as experts and consultants under the authority 5 U.S.C. § 3109, and shall serve as special government employees, whose appointments must be renewed on an annual basis.

14. Recordkeeping: The records of the Board and its subcommittees shall be handled according to section 2, General Record Schedule 26 and governing Department of Defense policies and procedures. These records shall be available for public inspection and copying, subject to the Freedom of Information Act of 1966 (5 U.S.C. § 552).
15. Filing Date: October 16, 2010