

MINUTES
BOARD OF VISITORS ORGANIZATIONAL MEETING
June 22, 2011
WASHINGTON, DC

1. **DESIGNATED FEDERAL OFFICER'S REMARKS.** Lieutenant Colonel (LTC) David Jones, Designated Federal Officer (DFO) 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.
3. **ADMINISTRATIVE ANNOUNCEMENTS.** Meeting packages included BoV attendance records 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. **MR. SALT'S REMARKS.** Principal Deputy Assistant Secretary of the Army, Mr. Terrence ("Rock") Salt, addressed the BoV on the great leadership experienced in the Army and the bridging of that leadership from General Casey to General Dempsey and then soon to General Odierno. There is a sense of an arc of continuity, bringing the insights that each individual has to offer.

The SECARMY and the Undersecretary have been engaged in Secretary Gates' efforts to align fiscal resources with strategies. The Quadrennial Defense Review (QDR) is underway and President Obama has called for a four hundred billion dollar reduction over the next decade. Secretary Gates had already initiated a major effort that was designed to reduce the cost of the military and defense establishment defense capabilities. Secretary Gates' focus is to balance available investment dollars and financial resources, with strategy and capabilities that align with strategic focus.

Secretary Gates outlined four categories. The first was additional efficiencies. In the last POM, the Army's share was just under thirty billion dollars. The Army identified those efficiencies and realigned resources. The emphasis was to look at efficiencies and focus more on ensuring the right sort of combat forces and the right engagement.

The second category is taking a serious look at policies, programs, processes, and mandates that are driving cost increases and making sure that processes are aligned with outcomes. The third area is a requirement to develop options to reduce or eliminate marginal missions.

Finally, Secretary Gates asked for the development of specific alternative modifications to the QDR strategy that are tied to options that would reduce force structure or capabilities to execute

strategies. The end result intended is a military with force, weapons, and other capabilities that align with strategy.

There will be a new phase with almost certainly less Army forces. The issue being addressed now by the Secretary, the Chief of Staff, and the Vice Chief of Staff, General Chiarelli, is in stepping back from the Army Force Generator (ARFORGEN) model for the Army in terms of the force generator to a post-Iraq and Afghanistan strategy, how best to align force structure and capability with consideration to Congress' discussion of debt reduction. At the end of the day, regardless of decisions made between the Congress and the Executive branch, the Defense Department and the Army need to be capable and aligned with strategic mission.

6. BOARD BUSINESS.

a. APPROVAL OF THE 2011 SPRING MEETING MINUTES. A quorum being in attendance, Congressman Lewis moved to approve the minutes. Congressman Hinchey seconded the motion. The 2011 Spring Meeting Minutes were unanimously approved.

7. USMA UPDATES.

a. MISSION, VISION, PRIORITIES, INITIATIVES. LTG Huntoon, 58th Superintendent of the United States Military Academy at West Point, focused attention on the top mission of USMA, the mission of educating, training and inspiring the Corps of Cadets so that they become Leaders of Character that the Army and the Nation require and also the business of a career of professional excellence and service to the Nation as an Officer in the United States Army.

Retention of West Point graduates at the end of their initial service obligation of five years active duty has been around the 50% mark. USMA is confident that an increase over the next decade will bring that retention up into or above the 60% range after five years and into eight, 10 and 15 years. In large measure, this is a function of additional service obligations like graduate school and aviation training. It is an increased commitment to this concept that represents the second half of the mission, the focus on a career as a service Officer in the United States Army.

As part of the transition plan developed over the last ten months, West Point's priorities are:

- United States Corps of Cadets
- Connection to the US Army
- Positive Command Climate–One Team
- Strategic Communications and Transparency
- Collaborations and Partnerships
- Leader Development of Staff and Faculty
- Sustainment of Excellence
- Commitment to Innovation and Adaptation

West Point is very much focused on the United States Corps of Cadets, daily reaffirming the connection to the United States Army, whether in direct or indirect support of the mission of the Army, or by the presence of Army leaders fresh from the campaigns in Iraq and Afghanistan.

West Point is focused upon the one-team positive command climate and in providing cadets with a sense of their own near-term future.

During the spring at West Point, Yearlings are involved in Cadet Leader Development Training and hundreds of cadets are deployed around the world and in the continental United States participating in military training, Airborne School, Air Assault School, other military schools' programs, and in cultural immersion programs in places from Beijing to Santiago to Amman.

Great emphasis is placed upon the strategic communications of the West Point mission. In an era of defining fiscal resources, we need to speak compellingly about the ability to sustain the excellence which marks West Point.

USMA is focused in a number of ways on collaborations and partnerships with the United States Army and the Department of Defense. We benchmark first tier college and university organizations to learn from what they are doing. That is in addition to the collaborations and partnerships within the Federal government.

The Academy is currently conducting a broad review of its Leader Development System. The Leader Development System includes graduates and others, conducted as a cross-department study into the fall of this year and possibly into the early winter. In the next few months the comprehensive review of what is now called the West Point Leader Development System will be unveiled, to include Leader Development of faculty and staff.

West Point is committed to the sustainment of excellence, innovation and adaptation. One of the key elements of sustainment of excellence is the commitment to create new barracks for cadets and to renovate the remainder of the barracks. Forty percent of the United States Corps of Cadets are living three cadets in two cadet rooms. USMA is clearly on track in academic excellence as is evidenced by the quality of the incoming class of 2015 that arrives for R-Day on June 27th.

Among the events that have taken place this spring at USMA was an impromptu gathering by the Corps of Cadets upon news of the capture of Osama Bin Laden. It was displayed on the front page of the Daily Mail in London and a number of other journals around the world.

At the Sandhurst Competition this year, there were 50 teams: West Point, Naval Academy, the Air Force Academy, several ROTC teams, seven international teams, and 32 teams from West Point - one per cadet company. It was a great example of the critical thinking skills that the Academy is working very hard to develop among cadets. Those critical and creative thinking skills, regardless of the crisis or the conflict allow West Point graduates to accomplish the mission.

Other spring events included the Special Olympics, run by the United States Corps of Cadets. It's an example of the kind of community outreach and community service that marks the United States Military. The Summer Leader Seminar gave 1,000 high school students an intense week to get a sense of West Point ex parte from the hopes and desires of their parents or siblings,

grandfathers or grandmothers, friends or coaches. The students who attend this seminar, largely not only come to West Point, but they do extremely well.

Graduation was held at West Point on May 21st. Mrs. Michelle Obama, the First Lady, came and spoke to the graduating class at their banquet and Admiral Mullen was the Commencement Speaker. Graduation was also attended by the Secretary of the Army, the Honorable John M. McHugh.

Two days prior to graduation General Dempsey flew up from Washington to speak with the graduating class about his primary focus as the new Chief of Staff of the Army. He spoke of trust, discipline and fitness -- things that resonate with the Class of 2011. Most importantly he said to them, "I trust you. I trust you and I really think you will do what is right for your Army and for the Nation."

b. MILITARY PROGRAM/PHYSICAL PROGRAM. BG Rapp's brief to the Board on Military and Physical Programs at West Point focused upon the Character Development Program and West Point as a 'College of Officership'. Cadets receive the bulk of their military training in the Summer Military Training Program.

The primary leader development audience for training in Cadet Basic Training (CBT) is not 1,250 new cadets, but the 230 upper class cadets who are training them. In the Leader Training Program upper class cadets spend two weeks learning how to train new cadets, becoming proficient, not only in the individual fields, but also in how to teach and coach those skills. When cadets are taught how to teach, and how to lead small groups they become much more accomplished leaders and train new cadets brilliantly. This occurs over six weeks of Cadet Basic Training.

Cadet Field Training (CFT) is a four week program. The purpose of CFT is development of advanced individual proficiency, team/squad skills, marksmanship, land navigation, first aid and development of upper-class cadets as leaders.

During the Second or First Class summers, cadets receive Cadet Troop Leader Training (CTLT) and Advanced Individual Academic Development (AIAD) where they may have the opportunity to serve as a "3rd LT" with a unit, serve as a leader at West Point during summer training or participate in at least one individual development program. Cadets are sent all over the world in CTLT and on Academic Individual Advanced Development (AIAD). They benefit from military development opportunities like Airborne or Air Assault School, academic or overseas experiences.

Cadet Leader Development Training (CLDT) occurs in the field over three and a half weeks and is designed to teach cadets the skills needed for leadership under stress while solving complex tactical problems.

Recent training initiatives for the Corps of Cadets have been the addition of:

- Cadet Leader Development Training
- Cadet leaders as teachers and trainers
- Accountability for results based upon thorough assessments
- Higher expectations in select skills: marksmanship and weapons handling, medical, navigation, communications, urban ops, patrolling, teaching cadets to plan and manage training
- An increased emphasis on caring and accounting for equipment

The recent loss of the opportunity to attend armor training resulting from the move of the Armor School from Fort Knox to Fort Benning has been mitigated by using that time for additional training at West Point in urban ops.

The initiative for cadets as trainers has been extremely positive. Cadets are taught personal accountability in being responsible for that Soldier and those resources in their care. The quality of Leader Development has improved exponentially by utilizing upper-class cadets and not relying on the Active Duty Task Force for training. Cadets are taught to plan, manage and train because that's what they will do as Lieutenants.

Goals for the Physical Program at West Point are designed to promote personal and unit fitness, physical and mental courage, a lifetime of physical activity, a balanced & healthy lifestyle and the ability to face adversity and stress.

Fourth Class cadets receive CBT Combatives I, Boxing (men), Fundamentals of Combatives (women) and Military Movement.

Third Class cadets receive CFT Combatives III, Fundamentals of Personal Fitness and a lifetime sport.

Second Class cadets receive CBT/CFT-Cadre, Survival Swimming, Combat Applications and complete the indoor obstacle course test.

First Class cadets receive CBT/CFT – Cadre and Army Fitness Development.

All classes participate in competitive sports and are required to take the Army Physical Fitness Test (APFT) each semester.

The goal is more than just physical fitness. It is physical and mental toughness and building of the Warrior Ethos to face adversities and stress. There are four components to the Physical Program. The first is instruction. The second component is athletics. The third is assessment and the fourth is individual physical development.

MX400 is the capstone course for development of officers and is meant to synthesize, not just the military science classes, but the instruction in the Professional Military Ethic. It synthesizes with the leadership instruction in the Behavioral Sciences and Leadership Department, the community and other people for cultural awareness, from the Social Sciences Department and

the History Department, and honor instruction. MX400 equips cadets to deal with the difficult ethical issues that may be faced on the battlefield.

MX400 goals are:

- To hone judgment and refine decision-making ability
- To broaden the cadets' perspective on the expanding scope of responsibilities and expertise required during a career in the profession of arms
- To develop a distinctive professional outlook based on an officer's (vice cadet's) way of thinking that is firmly grounded upon a synthesis of battle command, military professionalism, and military leadership concepts
- To stimulate a personal, professional ethic that prizes life-long learning and professional growth as an Army officer

c. INTERCOLLEGIATE ATHLETICS. Eugene 'Boo' Corrigan, Director of Intercollegiate Athletics at West Point briefed that West Point strives to recruit the best coaches not only with a proven ability to produce winning teams, but with an ability to create Leaders of Character.

West Point teams and individuals alike compete at the highest levels with five league championships in Women's Soccer, Sprint Football, Men's Tennis, Women's Tennis and Golf.

West Point qualified for NCAA Championships in 2010-2011 in Men's Tennis, Women's Tennis, Rifle and Golf. Army defeated SMU in the Bell Helicopter Armed Forces Bowl and had Twelve Conference Players of the Year this past season.

West Point Athletes also excel in the area of academic achievement. Cadets honored this year for Superior Academic Achievement were: Erin Anthony, Nate Hedgecock, Carson Homme, Ben Koenigsfeld, and Jordan Trimble.

d. RESOURCES. COL Stafford, USMA Chief of Staff, updated the Board on FY2011 funding. The Army has allocated the Academy a one hundred thirty-one million dollar base-line budget that is above the one hundred twenty-eight million dollars allocated last year. This reflects the increase in salaries as well as modest increases in requirements from the Academy. It demonstrates the support of the United States Army to the United States Military Academy.

Unfunded requirements total twenty-two million dollars. That's what the Academy is seeking for mid-year and year end funding in order to sustain the Academy. USMA is postured very well to compete in midyear funding largely because of execution of dollars already received and for having truly articulated the Academy's real requirements.

Midyear unfunded requirements include Cadet Mess equipment replacement, furniture, fixtures, and laboratory equipment (desks, beakers, platforms and everything that is required for the new Science Center space).

Cadet Quality of Life unfunded requirements go largely toward infrastructure requirements and include the deconstruction of Central Apartments, which will create the space needed to construct new barracks. It also provides swing space for the other half, the Science Center renovation of Bartlett Hall.

Additional funding is also required to move temporary facilities no longer being used at Fort Huachuca to West Point for summer training. This will provide enough room for a full cadet company as we replace the existing tin structures in 2016. In the interim, they provide the space needed for ROTC, and international cadets who come to West Point for Cadet Field Training.

Finally within Cadet Quality of Life, USCC has reorganized from thirty-two to thirty-six companies, additional unfunded requirements for wall lockers and furniture for offices for Tactical Officers and NCOs.

Twelve million dollars at year end includes a lot of infrastructure, new stadium lighting for several athletic fields, and further enhancement and improvement of Eisenhower Hall in addition to other infrastructure requirements.

West Point faces a civilian manpower reduction for this fiscal year of approximately ten percent. That equates to seventy-one positions at the Academy cut across different roles and missions. The Academy is approaching this from a functional perspective identifying what it will stop doing, what organizations are going to cease to exist, and what can be consolidated in order to accomplish the mission in a more efficient manner.

USMA is reorganizing. It's critical to labor relations to provide employment and/or transition assistance for those people whose positions have been eliminated. The Academy will cycle through a voluntary separation initiative program and a voluntary early retirement program to create enough vacancies for those who want to continue to work, as well as providing an opportunity to apply for and obtain employment at the Academy. In the worst case, there will be a reduction in force at the Academy to meet final numbers. This will not be the last set of civilian cuts we will face. Two more cuts across the next five years are anticipated as the Army right sizes to meet the economy and global commitments. USMA will be transparent about the process, keeping people informed and moving forward.

The Army selected USMA as a Net Zero installation and will incur costs in terms of metering and in terms of replacement of old systems.

Areas identified for any additional MILCON funding that may become available are temporarily relocating and rebuilding the infrastructure of the outdated Wastewater Treatment Plant and moving the Ammunition Supply Point.

8. ACTION ITEMS. The Board requested a report on retention of graduates and a comprehensive report on the true cost of educating cadets. Also requested was an update on communications to alumni, particularly more recent graduates and a focus group discussion with various constituencies during the next visit to the Academy.

9. ADJOURNMENT. There being no further comments, Mr. Malek moved to adjourn. The motion was carried and unanimously agreed upon. This concluded the 2011 Spring 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

Congressional Members:

Senator Jack Reed	(departed 1302)
Senator Kay Bailey Hutchison	(arrived at 1241) (departed 1444)
Senator Mary Landrieu	(arrived at 1309) (departed 1445)
Senator Richard Burr	(departed at 1302)
Congressman Jerry Lewis	(departed at 1235)
Congressman Maurice Hinchey	(departed at 1415)
Congressman John Shimkus	(departed 1405)

Presidential Appointees:

Mr. Frederic Malek, Chairman of the BoV	
Mr. Randolph Brock, Vice Chairman of the BoV	
Mr. John Rainey	
Dr. Charles Younger	(departed at 1445)
Ms. Elizabeth McNally	(departed at 1510)

The following members were absent:

Ms. Karen Hughes

Based on the BOV attendance, a quorum was present.

Other attendees:

The Honorable Rock Salt, Principal Deputy Assistant Secretary of the Army for Civil Works
LTC Paul Taylor, OCLL

Congressional Military Legislative Liaisons

Ms. Carolyn Chuhta, MLA to Sen. Reed
Mr. Kevin Kane, MLA to Sen. Hutchison
Mr. Ross Nordurft, MLA to Senator Landrieu
SGM Jesse Boettcher, MLA to Senator Burr
MAJ Brett Robinson, MF to Senator Burr
Mr. Spencer Freebairn, MLA to Rep. Lewis
Ms. Andrea Alvord, Navy MF to Rep. Hinchey
Mr. Grant Culp, MLA to Rep. Shimkus
Mr. Dan Sadlosky, MLA to Nan Hayworth

USMA command and staff members in attendance:

LTG David Huntoon, 58th Superintendent of the United States Military Academy

BG William Rapp, Commandant of Cadets

COL Gus Stafford, USMA Chief of Staff

Ms. Maureen Fitzgerald, Director of Strategic Communications

Mr. Eugene (Boo) Corrigan, Director of Intercollegiate Athletics

LTC Sherri Reed, Director of Public Affairs

LTC David Jones, Secretary to the General Staff

MAJ Adam Sawyer, Superintendent's Aide

Ms. Joy Pasquazi, BoV Conference Specialist

Members of the Public

BG (Ret.) Samuel K. Lessey

Mr. Greg Mathieson, MAI photo

Ms. Susan Fulton, USMA Class of '80

Mr. Luis Petarque, HDR Architecture