

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 59<sup>th</sup> 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, over 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 as the Thayer Award Ceremony is 17 October 2013. It was decided to determine a date for the Fall USMA BoV meeting at a later time.

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.

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 USMAPS to which LTG Huntoon replied and clarified the reasons were historically due to academics. However, with the co-location of USMAPS 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 USMAPS 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 Leadership 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 life cycle 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.

**8. 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 BoV 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.

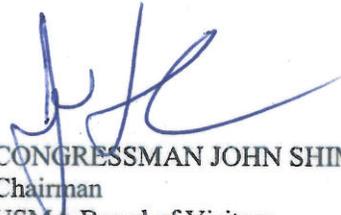
Mr. Archuleta expressed a desire to interact with some of the cadets, particularly female cadets and SHARP program leaders, in order to lay some groundwork for the Class of 2017 as it relates to sexual harassment and assault. Ms. Fulton added she would like to have some time to interact with some of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

9. **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 fucks <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 2<sup>nd</sup> 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