

MINUTES
BOARD OF VISITORS ANNUAL MEETING
OCTOBER 26, 2012
WEST POINT, NY

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 10, Section 4355. The Board is an Advisory Board subject to the Federal Advisory Committee Act.

2. CHAIRMAN'S REMARKS. Chairman Kay Bailey Hutchison called the meeting to order at 1528.

3. ADMINISTRATIVE ANNOUNCEMENTS. Meeting packages included the agenda, briefing slides, a written statement from a member of the public, a copy of an interview from the Dallas News with Professor Samet, and the 2012 BoV Areas of Inquiry.

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. LAMONT'S REMARKS. Assistant Secretary of the Army for Manpower and Reserve Affairs, Mr. Thomas Lamont, addressed the BoV on the efforts of the Army to combat suicide, improve the health of the force, and improve unit readiness by synchronizing multiple programs through the Ready and Resilient Campaign. The Army is currently losing, on average, almost one Soldier per day to suicide. The Campaign is intended to address these losses.

The Active Army has drawn down from 569,000 to 562,000 with a FY17 goal of 490,000 Soldiers. This goal should be attained through normal attrition and command enforcement of administrative standards (i.e., physical fitness, height-weight standards, etc.). This year, almost 12,000 more Soldiers than projected left the force, causing nearly 1,000 individuals in the delayed entry program to enter the Army earlier than projected. By FY17, the Guard will be reduced by 8,000 and the Reserves by 1,000. There are administrative challenges with separating Guard and Reserve Soldiers that the Army would like to address. The Army is also planning for a civilian reduction in force. Plans for three percent, five percent, and seven percent reductions have been made.

The Army is receiving feedback from the Women in Service Review. There have been few issues due to the opening of positions to women. The Army anticipates opening even more positions in the near future.

6. BOARD BUSINESS. BoV members decided to postpone selection of a date for the 2013 Organizational Meeting in Washington, DC until after the release of the 2013 Congressional calendar. BoV members approved the minutes from the June 14, 2012 BoV summer meeting.

7. USMA UPDATES.

a. MISSION, VISION, PRIORITIES, INITIATIVES. LTG Huntoon, USMA Superintendent, focused attention on the mission of USMA, particularly service as an officer in the Army. As USMA presents the idea of service for its cadets, the Chief of Staff of the Army also asked USMA to play a large role in examining and refining the leader development culture of the Army officer corps. An exemplar of national service is the Honorable Ike Skelton, who was awarded the Thayer Award for best epitomizing the ideals of Duty, Honor, Country on October 18, 2012.

USMA remains exceptionally competitive for admission. Last year, almost 16,000 applicants competed for 1,100 positions. The upcoming freshman class is projected to be just as competitive. USMA is expanding admission opportunities for prior service Soldiers, particularly combat veterans. Though the Army is downsizing, USMA will continue to commission around 1,000 second lieutenants for the Army each year. USMA lieutenants will make up a larger percentage of each year's assessed officer corps.

USMA currently has 134 Cadets involved in semester abroad activities around the world. Hundreds of other Cadets participated in three- to five-week cultural immersion experiences this past summer. These experiences are critical to the intellectual and cultural development of Cadets. The USMA Command is also participating in international engagements, supporting Army strategy. These interactions develop opportunities for increased foreign military exchanges and build relationships with present and future foreign military leaders.

The Academic Program is seeking to excel in an environment of increasing government oversight and demands for greater breadth of academic study. Accrediting boards have become more stringent in their application of standards. The Middle States Commission on Higher Education (USMA's accrediting agency) has increased its emphasis on postsecondary institutions articulating clear program goals and developing metrics to assess performance. USMA commissioned an external panel to examine the Academy's academic program goals and curriculum. The panel will brief its findings in December.

Academy research keeps the curriculum relevant, the faculty vibrant, and the Academy current with the latest disciplinary innovations. Approximately 80 percent of the Academy's research is connected to one of the Army's science and technology challenges. Research funding continues to grow, allowing greater integration of Cadets into research as part of their coursework.

The Athletic Program recognizes that its role is to contribute to creating leaders of character to lead the Army. 850 Cadet-athletes represent the Academy in intercollegiate competitions annually. The Athletic Program continues to develop ways to connect with the national audience. Last year, the football program held its Spring Game at Fort Benning, Georgia. This year, the game will be held at Fort Hood, Texas. This game gives players the opportunity to connect with Soldiers they will soon be leading, their families, and the communities at these posts.

The Honor and Respect Programs continue to provide Cadets with opportunities to develop into leaders of character. The Superintendent reconvened the Honor Review Committee to examine the health of the Honor System, its structure, and the strategic communication relative to the

Honor System. The Respect Program focused on the Army's Hazing Prevention and Response Campaign, Sexual Harassment Campaign, the Language of Leaders Campaign and Department of Defense Ethnic Observances.

Academy facilities continue to be updated. The Bartlett Hall expansion was opened in January 2012. Thayer Hall received updated HVAC equipment and its roof is being addressed. The Library was ranked the second best college library in the country by the Princeton Review. The Chief of Staff of the Army announced the stand up of the Army Cyber Center of Excellence at USMA. Cullum Hall was renovated during the past year, returning it to its role as a special gathering place to recall the sacrifice of Military Academy graduates. The Class of 2013 Ring Hop served as the first event in Cullum Hall's new condition. Over the next nine years, the Cadet barracks will undergo extensive renovations. Army leadership is committed to spending \$628 million in Sustained Restoration Modernization.


Professor Samet was recognized for winning the 2012 Hiett Prize in Humanities. She explained that literature plays an important role in building Cadets' ability to communicate clearly and persuasively; developing their capacity to exercise reason and judgment and for conceptual, strategic-level thinking; teaching the value of deep attention, reflection, restraint, and poise; and demonstrating the importance of a nimble imagination.

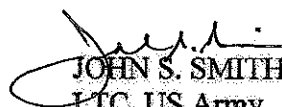
The Board recommended that the West Point Garrison Commander hold a town hall meeting with local leaders and community members to discuss the issues of: Academy land and its effect on local businesses and property tax revenue; access to West Point's trash transfer station; and access to the West Point Military Reservation watershed. The Board also asked that greater specificity on the Scott Barracks renovation be presented during next spring's Organizational Meeting in Washington, DC.

8. REMAINING BOARD BUSINESS. The 2012 BoV Annual Report is due to the President no later than December 24, 2012.

9. **ADJOURNMENT**. There being no further comments, Senator Hutchison moved to adjourn at 1730. The motion was seconded by Congressman Conaway and unanimously agreed upon. This concluded the 2012 Annual Meeting of the USMA Board of Visitors.

Certified by:


SENATOR KAY BAILEY HUTCHISON
Chairman
USMA Board of Visitors


JOHN S. SMITH
LTC, US Army
Designated Federal Officer,
USMA Board of Visitors

Appendix:
Attendance Roster

ATTENDANCE ROSTER

Congressional Members:

Senator Jack Reed (departed 1650)
Senator Kay Bailey Hutchison
Congressman Maurice Hinchey (arrived 1533)
Congressman Mike Conaway
Congressman John Shimkus
Congressman Steve Womack (departed 1652)

Presidential Appointees:

Mr. Frederick Malek
Mr. Patrick Murphy
MG Errol Schwartz (departed 1725)

The following members were absent:

Senator Mary Landrieu
Senator Richard Burr
Congressman Jerry Lewis
Mr. Randolph Brock
Ms. Elizabeth McNally
Ms. Sue Fulton

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 (ASA-M&RA) (departed 1715)
COL Lawrence Wark, ASA-M&RA (departed 1715)
MAJ Conrad Jakubow, SAFM-BUL
MAJ Josh Campbell, OCLL

Congressional Military Legislative Liaisons

Ms. Carolyn Chuhta, Legislative Assistant to SEN Reed
Mr. David Davis, Legislative Assistant to SEN Hutchison
Ms. Ivy Williams, Legislative Assistant to CONG Womack

USMA command and staff members in attendance:

LTG David Huntoon, Superintendent of the United States Military Academy
BG Tim Trainor, Dean of the Academic Board
Mr. Eugene Corrigan, Director of Intercollegiate Athletics
COL Gus Stafford, USMA Chief of Staff
Dr. Jean Blair, Vice Dean
Ms. Maureen Fitzgerald, Director of Strategic Communications
COL Tom Donovan, Director of the Simon Center for the Professional Military Ethic
Dr. Elizabeth Samet, Professor, Department of English and Philosophy

LTC Scott Smith, Secretary of the General Staff
MAJ Jeff Pickler, Superintendent's Aide de Camp
Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff
CPT Matthew Knox, Special Assistant to the Commandant for Honor
CPT Linda Wade, Special Assistant to the Commandant for Respect
Mr. Jeffrey Reynolds, STRATCOM Executive Officer

Members of the Public

BG(Ret) Samuel K. Lessey
Ms. Barbara A. Murphy