

2012

ANNUAL REPORT

UNITED STATES MILITARY ACADEMY

BOARD OF VISITORS



DECEMBER 24, 2012

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PRESIDENT OF THE UNITED STATES

**REPORT OF THE 2012 BOARD OF VISITORS
UNITED STATES MILITARY ACADEMY**

CONTENTS

	Page
Appointment and Duties of the Board	1
Members of the Board	1
Designated Federal Officer	2
Public Notice	2
Procedures	2
Convening of the Board	2
Conclusions and Recommendations	3
Summary of Actions Taken in Response to the 2011 Recommendations of the Board	8
 Board of Visitors Organizational Meeting, March 21, 2012, Washington, DC	
Meeting Agenda	20
Summarized Minutes	21
Briefing Slides	28
 Board of Visitors Summer Meeting, June 14, 2012, West Point, NY	
Meeting Agenda	50
Summarized Minutes	51
Briefing Slides	62
 Board of Visitors Annual Meeting, October 26, 2012, West Point, NY	
Meeting Agenda	96
Summarized Minutes	97
Briefing Slides	103
 Board of Visitors 2012 Attendance	136
Materials Furnished to the 2012 Board of Visitors	137
Board of Visitors 2012 Areas of Inquiry	138
An Extract of the United States Code	139
Charter of the USMA Board of Visitors	140

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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)
Kay Bailey Hutchison, Texas (SAC)
Mary L. Landrieu, Louisiana (SAC)
Richard Burr, North Carolina (SASC)

U.S. Representatives

Maurice D. Hinchey, New York (HAC)
Jerry Lewis, California (HAC)
John Shimkus, Illinois
Steve Womack, Arkansas (HAC)
Mike Conaway, Texas (HASC)

Presidential Appointees

Mr. Frederick Malek, 1259 Crest Lane, McLean, VA 22101 (Appointed in 2009 to serve until December 30, 2011)

Mr. Randolph D. Brock III, 2396 Highgate Road, Saint Albans, VT 05478 (Appointed in 2009 to serve until December 30, 2011)

Ms. Elizabeth McNally, 253 Garth Road, Scarsdale, NY 10583 (Appointed in 2011 to serve until December 30, 2012)

Ms. Brenda Sue Fulton, 1501 Ocean Avenue, Unit 2501, Asbury Park, NJ 07712 (Appointed in 2011 to serve until December 30, 2012)

Mr. Patrick J. Murphy, 6414 Radcliffe Street, Bristol, PA 19007 (Appointed in 2011 to serve until December 30, 2012)

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

3. DESIGNATED FEDERAL OFFICERS. Lieutenant Colonel Scott Smith serves as Executive Secretary/Designated Federal Officer from April 1, 2012 to present. Ms. Dede Ghostlaw serves as Alternate Designated Federal Officer from April 1, 2012 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 2012. The 2012 BoV actively pursued its inquiry and oversight mission by convening three meetings during the year. The Organizational Meeting was held in Washington, DC on March 21, 2012. The Summer Meeting was held at West Point, NY on June 14, 2012. The final meeting, designated by the members as the required Annual Meeting, was held at West Point, NY on October 26, 2012.

b. The Organizational Meeting of the 2012 Board. The first meeting of the BoV in 2012 was held on March 21, 2012 in Washington, DC. Attendance at this meeting included three US Senators, five 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 and Academy leadership provided updates on the United States Military Academy Preparatory School (USMAPS), the Sexual Harassment and Assault Response and Prevention (SHARP) program, USMA's international focus, and the West Point Cemetery. The Board decided to meet three times a year in order to save resources. The Board unanimously elected Senator Kay Bailey Hutchison as Chairman of the BoV and Congressman John Shimkus as Vice-Chairman. The Honorable Thomas R. Lamont, 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 21.

c. The Summer Meeting of the 2012 Board. The summer meeting of the BoV in 2012 was held on June 14, 2012 at West Point, NY. Attendance at this meeting included two US Representatives and six 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 and Academy leadership updated the Board on events and issues

ongoing at the Academy since the Organizational Meeting, including graduation, the USMA SHARP program, barracks construction and renovation projects, and the cemetery. Summarized meeting minutes can be found on page 51.

d. The Annual Meeting of the 2012 Board. The annual meeting of the BoV in 2012 was held on October 26, 2012 at West Point, NY. Attendance at this meeting included two US Senators, four US Representatives and three Presidential Appointees. A quorum was achieved. Academy leadership updated the Board on events and issues ongoing at the Academy since the Summer Meeting. 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 heard updates on the Intercollegiate Athletics, Academic, Honor and Respect programs. Professor Elizabeth Samet, the 2012 Hiatt Prize for Humanities winner, discussed the importance of humanities and literature at West Point. Summarized meeting minutes can be found on page 97.

f. Renewal of the USMA BOV Charter. The United States Military Academy Board of Visitors Charter was filed on April 24, 2012. It was approved on November 16, 2012.

g. 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 2012, 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. The Board notes that in 2012, as further evidence of its academic standing, West Point remains on top of the Forbes.com list of top public colleges and universities, U.S. News and World Report acknowledges West Point as one of the Best Public Liberal Arts Colleges in the country, and the Princeton Review designated the Academy as one of the 100 Best Value Colleges for 2012.

(2) New Construction and Renovation of the Barracks at West Point remains a serious concern. For the past several years, the Board of Visitors has commented in its Annual Report on the aging and inadequate cadet barracks at West Point and the impact these sub-standard facilities have on recruitment, retention, education, safety and morale. Occupancy of existing barracks is beyond capacity and increased technology requirements to power and service 4,700 computers is severely taxing the electrical system designed for an entirely different era. In response to its inquiries, the Board has been fully briefed on the Academy's "get well" strategy for cadet housing and fully supports the Academy's current plan that includes breaking ground in 2013 and beginning military construction of a new state-of-the-art barracks combined with a major, phased renovation plan for existing barracks. This renovation is expected to encompass all nine barracks so that by 2021 all cadets will be housed in modern, safe and technologically friendly barracks. The Board believes it is imperative that all phases of the barracks renovation and new military construction begin as soon as practicable and that both the renovation and the new construction should be fully funded and that both new construction and renovation should proceed without delay.

(3) International Culture and Language Training. The Board finds that the Academy has a strong and enduring commitment to international training and cross-cultural and language education. Given the near certainty that future military operations will require Army leaders to operate overseas with foreign allies, and given the Army's focus on moving towards regionally aligned forces, the Board finds that international programs are likely to be increasingly salient in the future. West Point must take great care to ensure that anticipated budget reductions do not adversely impact these important cross-cultural training and language opportunities and that West Point continues to ensure a global perspective is imbedded in the overall curriculum.

The Board notes that this past year 54 cadets from 33 countries around the world were enrolled as cadets at WestPoint for all four years. After graduation these cadets will go on to serve as commissioned officers in their own militaries and the relationships they have established and their increased understanding of American culture has proved in the past to provide invaluable benefits to our nation.

The Board believes that the presence of international cadets at West Point and the participation of West Point cadets in international military training activities and international educational exchanges are critical in fostering an international perspective for cadets. These programs should be fully funded at current levels and where possible the Academy should seek to develop additional opportunities for Cadets to participate in cross-cultural, international exchanges, education and training in addition to academic semester abroad programs.

(4) Budget constraints must not impact educational excellence at West Point. Although there are significant budget and manpower reductions anticipated across the entire Department of Defense, Army leadership has committed to maintaining West Point's current level of Cadet enrollment for the foreseeable future. In the future, reductions in other commissioning programs will result in West Point commissioning a greater percentage of the total Army officers commissioned. The Board is further aware that West Point has already made significant manpower and operational reductions even though the academic and training workload has remained constant. The Board therefore recommends that absent a reduction in the

Academy's overall requirements, 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.

(5) Operations of the Cadet Mess Hall. The Board has maintained a continuing interest and inquiry into the operation of the cadet mess hall as to the quality of food and nutrition provided. The Board understands that the operation of the cadet mess hall is no longer the responsibility of West Point, but has become part of Army Sustainment Command. During the 2011-12 academic year, West Point transitioned the food in the mess hall to better meet nutritional requirements and to better meet the feeding times and windows of the cadets. West Point leadership has stated that their goal for the transition is to justify and validate West Point's cadet feeding requirements to the Army Sustainment Command and ensure those needs are fully met. The Board has met with cadets and Board members and has witnessed the amazing task of feeding 4,600 cadets at one time, three times a day, seven days a week. The board commends the staff of Washington Hall for their service and the outstanding manner in which they feed so many so well at such speed. The Board anticipates that nutrition, the quality of food and the transition from West Point to the Army Sustainment Command will remain an area of interest, inquiry and oversight in 2013

(6) Prep School. The Board finds that the relocation required by the 2005 BRAC that moved the United States Military Academy Prep School from Fort Monmouth, New Jersey to its current location on the West Point campus has been well planned and executed. The Board is confident that the new Prep School's design and construction provides the high quality educational and dormitory facilities necessary to meet the Prep School's mission. The Board further finds that sufficiently well qualified faculty and staff have either relocated from Fort Monmouth or new hires have been recruited so as not to disrupt the Prep School's mission. The Board also finds that the Prep School's current curriculum prepares prospective cadets both academically and physically to be successful should they be accepted as Cadets at the Military Academy upon the completion of Prep School studies. Finally, the relocation from Fort Monmouth has had the additional benefit of better integrating Prep School cadets into the unique culture and traditions of West Point which will provide a more seamless transition for those who continue as West Point cadets.

(7) Establishing Floors for Women. Throughout 2012, the Board has made inquiries and had a number of discussions with West Point Administration and representatives of the Secretary of the Army at BOV meetings into the process by which West Point and the Army establishes percentages (floors) for women offered acceptance to West Point in order to anticipate and meet future requirements. While the overall percentage of female cadets commissioned by West Point has remained fairly constant, the Army has recently removed certain gender specific barriers such as the co-location barriers while at the same time opened up a significant number of additional opportunities to women. Expanded occupational skills available to women and ongoing pilot projects evaluating expanded combat arms opportunities for women may well result in an increase in the overall percentage of women serving in the Total Army in the future

The commissioning institutions of West Point, ROTC and OCS continuously strive to reflect the changing face of the military. With the size of the Army decreasing while West Point is anticipated to maintain its current enrollment, West Point graduates, in the future, will represent a larger percentage share of the officer corps assessed each year. Since it takes more than four years to recruit, educate, train and commission a lieutenant, changes to the male –female ratio or floor needed to ensure West Point graduates reflect the face of the Army requires a long lead time. The Board finds that West Point and the US Army leadership will need to continue to closely monitor and manage the floors for women accepted to West Point to ensure the Academy remains not only in sync with the Army but that the Academy also anticipates the changes necessary to meet the Army's diversity goals in the future. The process by which the Army and West Point establish accession floors to meet future Army requirements is expected to be an area of inquiry and oversight for the Board in 2013.

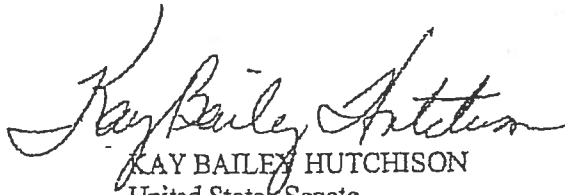
b. Recommendations to the President

(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 remaining existing barracks in a timely manner in order to alleviate the negative impacts of failing infrastructure and overcrowding.

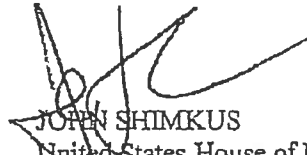
(2) Adequate level funding must be maintained consistent with the mission requirements. The Board recommends that absent a reduction in the Academy's overall requirements, budget reductions that result in civilian and military personnel reductions as well as operational cuts should be made in a judicious 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) International education and training opportunities and exchanges must remain a high priority.

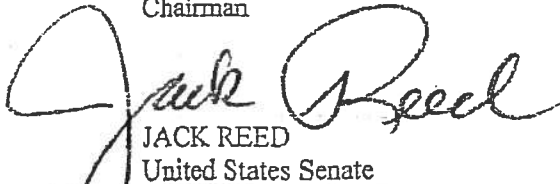
2012 UNITED STATES MILITARY ACADEMY
BOARD OF VISITORS



KAY BAILEY HUTCHISON
United States Senate
Chairman



JOHN SHIMKUS
United States House of Representatives
Vice Chairman



JACK REED
United States Senate



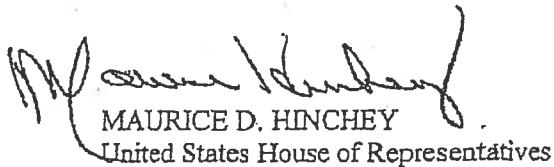
MARY L. LANDRIEU
United States Senate



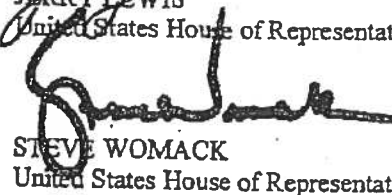
RICHARD BURR
United States Senate



JERRY LEWIS
United States House of Representatives



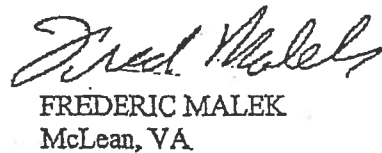
MAURICE D. HINCHEY
United States House of Representatives



STEVE WOMACK
United States House of Representatives



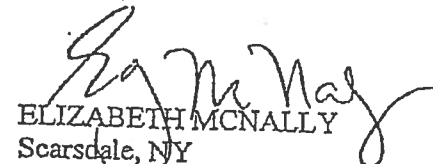
MIKE CONAWAY
United States House of Representatives



FREDERIC MALEK
McLean, VA

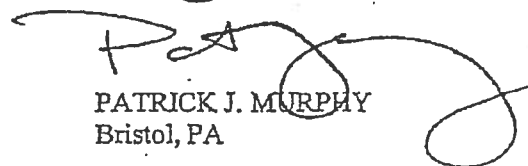


RANDOLPH D. BROCK, III
St. Albans, VT

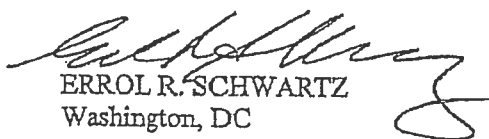


ELIZABETH MCNALLY
Scarsdale, NY

BRENDA SUE FULTON
Asbury Park, NJ



PATRICK J. MURPHY
Bristol, PA



ERROL R. SCHWARTZ
Washington, DC

SUMMARY OF ACTIONS TAKEN IN RESPONSE TO THE 2011 RECOMMENDATIONS OF THE BOARD

TITLE AND DATE OF REPORT: 2012 Annual Report, United States Military Academy Board of Visitors.

NAME OF ADVISORY COMMITTEE: Board of Visitors, United States Military Academy.

RECOMMENDATIONS AND ACADEMY RESPONSES: The following updates are provided in response to Board of Visitors recommendations provided in the 2011 Annual Report:

1. Accelerate and prioritize barracks construction and modernization.

The New Cadet Barracks was the last project in the Military Construction (MILCON) program for \$192M and will begin construction in FY13 with completion in Summer of FY16, pending the Congressional budget process. In 2011, with a diminishing MILCON program, the Army suggested that the revitalization of the existing Cadet Barracks compete in Army's Restoration and Modernization (RM) program (i.e., not MILCON). West Point engaged Installation Management Command Headquarters (IMCOM HQ) to assist in developing a phased program of comprehensive revitalization of the nine existing Cadet Barracks.

At the on-site visit (19-20 June 2012), the IMCOM staff toured the Cadet Barracks with West Point's United States Corps of Cadets (USCC) and Department of Public Works (DPW) and together developed the Cadet Barracks Upgrade Program (CBUP). It was the IMCOM HQ team's assessment that the Cadet Barracks are in need of significant revitalization and modernization to meet the Army standard for Unaccompanied Personnel Housing and improve the overall living conditions of the Cadet Barracks. The barracks reflect significant deterioration of major building components and infrastructure that are 40 plus years old and have well surpassed their life expectancies. The CBUP will focus on life, health and safety requirements to improve the living conditions. It is USMA's expectation that CBUP will be centrally funded by the Army. However, since 2005, West Point has submitted Scott Barracks for consideration in the MILCON program in an effort to begin the CBUP; each year it has not been funded.

The CBUP is designed to address several existing shortfalls in the current barracks. Most of the barracks are without fire sprinklers. Mechanical ventilation systems do not provide adequate air circulation. These same systems have deteriorated and are beyond their normal serviceability. Electrical vaults do not meet code, placing workers at risk. Electrical systems, in general, are inadequate for current demands and comprised of components that are worn out and difficult to obtain repair parts. Latrines require wholesale renovation. Female Cadets often have to travel to other floors to use female latrines. The plumbing is systematically failing as 50 year old plus copper piping is pitted and failing on a regular basis. Architectural elements from doors and windows, to built-in room wardrobes, show signs of decades of Cadet use. These are just some of the deficiencies that the Cadet Barracks Upgrade Program (CBUP) will correct.

Revitalization of the Cadet Barracks will include: mechanical and electrical systems, fire suppression and alarm systems, window repairs, asbestos abatement, renovation of latrines and properly proportioned female common latrines, plumbing infrastructure systems, water infiltration (masonry/roof) systems. Seismic and anti-terrorism/force protection work is not included in order to reduce program costs. The proposed CBUP will repair the nine Cadet Barracks for a total of \$630M and up to 14 years to complete. West Point is exploring ways to accelerate the program. Additionally, we are analyzing the logistics associated with a significant amount of construction in the heart of campus.

IMCOM HQ's team have engaged the HQ DA Office of Assistant Chief of Staff for Installation Management (OACSIM) and, along with various Directorates at West Point, established a working group that meets monthly to facilitate open collaboration on developing timelines, determining funding requirements and communicating program status to all stakeholders including senior leadership. DPW Engineering Services Division will provide Architectural/Engineering services in FY13 to support the CBUP with Scott Barracks, the first barracks slated to kick off the program.

2. Require West Point to address the Board's concerns about fiscal affairs. Provide the Board with a listing of internal reviews or audits, to include any significant findings or risks identified as well as remediation plans.

Since 2009, USMA has increased controls and reviews of financial processes to eliminate the potential for fraud or embezzlement. Audits and reviews of business processes and controls have produced no further instances of embezzlement or fraud; however they have identified deficiencies that are continually being addressed. Each year, USMA conducts a review of management internal controls for specific business processes. Managers, Supervisors, and Accountable officials conduct these reviews by checking whether controls are operating properly. If deficiencies are noted during these reviews that do not require external assistance they are noted and included for additional review by Internal Review and Compliance, USMA Inspector General or addressed in revisions to USMA policy guidance by the Director of Resource Management. If deficiencies do require external assistance they are addressed as material weaknesses in the Superintendent's Management Internal Controls Annual Statement of Assurance.

The business processes reviewed in FY 2010, 2011 and 2012 were Overtime, Compensatory Time and Holiday Pay for Civilians; Use and administration of the Defense Travel System (DTS); Government Purchase Card (GPC) Program; Supply Management; Signature Cards for Approving/Certifying Officials; Non-appropriated Fund (NAF) Contracting Management; Morale, Welfare, and Recreation (MWR) & Non-Appropriated Fund Instrumentalities (NAFIs); Government Travel Charge Card Program; Policies and Procedures for Property Accountability; Accounting for Cadet Advances in DTS; Tri-annual Review of Commitments and Obligations; Centralized NAF Accounting; USMA Treasurer - Cadet Account and Ration Fund Management; Clearing of Prior Year Un-liquidated Obligations; and Statement of Budgetary Resources - Key Control Objectives. The majority of these reviews concluded controls were in place but deficiencies were noted specifically in training and evidentiary documentation, such as up-to-date signature cards for Approval Officials, receipts for travel reimbursements and hand receipts

for property. As a result, the Directorate of Resource Management (DRM) is conducting a 100% review of all signature cards for Approving and Certifying Officer to ensure they are current, a 100% review of training documentation of Travel Approving Officials, and requiring all travel Approving Officials to retake training and ensure travelers are providing receipts for travel reimbursements in accordance with the Joint Travel Regulations. In addition, the DRM is conducting random sampling of travel orders and reimbursement vouchers. This review had identified underpayments and overpayments to travelers based on receipts provided. The DRM has initiated payments to those travelers who were underpaid and established debts to recoup monies from those who were overpaid. There was also an instance where food purchases did not have the proper evidentiary documentation, such as a legal opinion. These were reported to the Department of Army (DA) for additional legal guidance from the Office of General Counsel. DA found no fraud or legal objection once all evidentiary documentation was provided. As a standard practice, all food purchases are now required to have a legal review.

In fiscal year 2012, USMA stood-up a G-4 Logistics Office that will focus for the next 18 months on addressing deficiencies in cemetery accountability and property accountability. USMA instituted the following business process changes to tighten controls where deficiencies were noted during reviews and audits: Conduct surprise cash counts at all Cadet Activity NAF facilities and fund holders; Ensure more than one budget analyst reviews all financial transactions to ensure they are proper, legal, and supported by proper evidentiary documentation; Ensure information technology purchases have approval from the USMA Chief Information Officer; Conduct annual review of departmental GPC Billing Officials to ensure Billing Officials are conducting detailed reviews of purchases prior to certifying payments; Ensure initial and refresher training for all budget and financial analysts, Approving/Certifying Officers, and Billing Officials; Implement radio frequency identification barcodes on all laboratory and computer equipment to ensure proper accountability; Require legal reviews for all purchases involving expenditures for food; Require legal reviews for all gifts using official representation funds provided to dignitaries and foreign officials.

DA has implemented a new financial system called General Fund Enterprise Business System (GFEBS). USMA instituted GFEBS in JAN 2011. This system will tighten controls and was designed to enforce separation of duties. One of the key factors that led to the embezzlement at USMA was the lack of separation of duties. With the implementation of GFEBS, a single person cannot identify the requirement, approve the purchase, establish the contract, and approve the disbursement of funds. The GFEBS Governance and Compliance Representative, who resides within the DRM, will not allow any of these roles to be held by the same person.

The Internal Review and Audit Compliance (IRAC) Office continues to provide a thorough review of critical areas throughout West Point. During the year, the IRAC Office conducts approximately 50 audits. The following highlights several audits conducted with a summary of actions requiring attention:

- a. Mixed Funding Program: This \$13 million annual program provides appropriated funds to our NAF Army Athletic Association and Directorate of Cadet Activities in accordance with federal legislation. The audit found improvements are needed to ensure documentation is on-hand to support expenditures and any changes to programmed amounts

b. Cadet Mess: The audit identified savings of over \$100,000 by recommending changes to Cadet Mess waiter service requirements. Continuing efforts are on-going that will provide recommendations for additional savings

c. Faculty Research Funds: This audit is in progress and is focused on the expenditures of research funds that totaled approximately \$20 million in FY 11. We found concerns with proper procedures for supporting financial transactions and contract administration. We are coordinating our audit findings with Resource Management and the Contracting Office for ensuring corrective actions are put in place.

d. Army Athletic Association Agreed-Upon Procedures: This annual National Collegiate Athletic Association (NCAA) required review of our Army Athletic Association is similar to an annual Financial Statement Audit. Revenues and expenses (totaling over \$25 million each) are reviewed to ensure they meet Generally Accepted Accounting Standards. During the past several years there have been no major findings or recommendations.

e. Military Academy Corps of Cadets (MACC) Gift Fund: The West Point IRAC Office performs an annual audit on this approximately \$13 million fund to ensure proper procedures are being followed. Except for a few minor deficiencies noted in past audits, this fund is properly maintained.

Since 2009, there have been two Inspector General (IG) inspections that included reviews of financial controls: USMA IG inspection of Civilian Overtime and the Department of the Army IG inspection of Airborne Support Activities at the USMA. The inspections did not identify evidence of fraud or embezzlement. The Department of the Army is also preparing to produce an auditable Statement of Budgetary Resources by 2014. This effort will require independent auditors to audit and assess the strength of management controls and adherence to public laws and departmental policies for financial transactions across the Army. The Academy is currently in the test sample phase of this audit.

3. Require the Academy to advise the Board on how the residential housing program contractor is monitored and evaluated.

West Point Housing LLC owns and operates the housing on West Point. West Point Housing LLC is a partnership between the Army and Balfour Beatty Communities (BBC). BBC is the Managing Partner and is responsible for all operations of the housing on West Point. BBC is not a contractor in the traditional sense. Rather, BBC is a partner that manages the project with oversight from the Army. BBC's activities are observed daily by West Point's Residential Communities Initiatives (RCI) office, which works directly for the Garrison Commander. The Garrison Commander meets monthly with the BBC Project Director to go over project issues. The RCI staff is co-located with the BBC Project Director, which ensures close coordination. The RCI Asset Manager and the BBC Project Director co-chair a weekly meeting with the BBC principal staff leaders and the RCI staff to discuss issues.

West Point Housing LLC's financial and operational performance is monitored by the Assistant Chief of Staff for Installation Staff (ACSIM), the Garrison Commander, and the RCI Asset Management team using monthly, quarterly, and semi-annual reports. The Dashboard Report is a monthly submission by BBC which shows current financial performance, status of planned new construction and renovations and occupancy data. The Quarterly Report is a more comprehensive submission by BBC that provides more detail on occupancy than in the Dashboard Report. It includes new construction and renovation cost data, detailed operational expenses, status of the various project financial lockboxes, status of development and soft costs, information on expenses for General Officer housing and an updated Sources and Uses financial projection. The monthly Dashboard and Quarterly reports are reviewed by the RCI asset management staff before submission to ACSIM. The RCI asset management staff prepares the semi-annual report. The ACSIM Program Manager reviews all three reports for completeness and frequently asks for clarification. The purpose of all three reports is to make sure that the Project is meeting its financial and performance goals.

In addition, the ACSIM staff makes an annual RCI project compliance and partnering site review to get a firsthand look at the Project. The RCI office submits a Program Evaluation Plan (PEP) feeder report to ACSIM semi-annually. This report provides six months of data on project performance based on the Quarterly Reports. ACSIM uses this information and submits a PEP report to the Department of Defense and Congress. The Norfolk District Corps of Engineers sends a representative to West Point annually, usually in conjunction with the ACSIM Annual RCI Project Compliance and Partnering site review, to ensure that West Point Housing LLC is complying with all legal documents and the terms of the Ground Lease.

Balfour Beatty is eligible for incentive fees based on meeting established performance metrics in four areas: Development, New Construction, Renovations, and Property Management. The Garrison Commander is the approval authority for all incentive fees. BBC submits incentive fee requests which are evaluated by the RCI asset management staff and the Garrison Internal Review and Compliance Office before submission for approval by the Garrison Commander.

4. Provide the Board with periodic updates on the progress of achieving NetZero.

West Point has begun implementation of significant energy reduction measures through the use of Energy Savings Performance Contracts (ESPC). ESPC is a third party finance tool authorized by Congress, where the ESPC contractor utilizes private capital to make energy saving infrastructure improvements and is paid from guaranteed energy cost savings that are measured and verified. Technology experts (research laboratories) are on board to provide energy reduction measures and pursue cost effective renewable energy projects. Low cost energy reduction projects are being executed. Metering for electric and gas is well-established with steam metering on the way. Local initiatives include an established partnership between the Garrison and Academic Staff, implementation of a Garrison Energy Steering Committee, and complete revision of the USMA Energy Regulation.

West Point was awarded a \$27M ESPC contract in FY11. The energy conservation measures included in this initial contract are: energy efficient lighting, complete upgrade of energy monitoring control system (EMCS) and direct digital control (DDC) in over 50 buildings, energy

conservation through behavior change, boiler and chiller replacements, kitchen hood optimization, steam system improvements, 200Kw solar PV array and advanced metering software. A second ESPC approved by IMCOM at \$6.4M utilizes energy conservation measures that include: lighting controls, domestic hot water conservation, EMCS expansion, HVAC upgrades, and condensate return upgrades.

West Point executed projects to replace exterior door weather-stripping, install programmable thermostats in buildings that are not connected to a central energy management control system and efficient lighting (with controls) in Gillis field house. Additionally, we replaced 183 high pressure sodium street lights with LED street lights. West Point also completed a centrally-funded initiative that installed 65 electric meters in 54 buildings and 32 gas meters in 31 buildings. As part of a centrally-funded pilot program, West Point installed a Meter Data Management System that allows remote read capability. West Point also funded 19 new electric, 17 gas, and 30 steam meters to allow West Point to meet metering mandates ahead of schedule.

West Point formed a Garrison Energy Steering Committee that meets quarterly with major activity directors to review energy status and energy reduction activities. West Point also developed a West Point Energy Council, which is a collaborative effort among Academy and Garrison professionals. The council acts as a decision advisory tool to compare energy assessment options and works together in pursuit of initiatives that best match Net Zero goals. West Point recently revised the USMA Energy Regulation to establish energy responsibilities across directorates. West Point formed Strategic Net Zero partnerships with Huntsville Army Corps of Engineers, Construction Engineering Research Laboratory, National Renewable Energy Lab, and Sandia National Labs to help attain Net Zero Energy and Security. These strategic partners will provide expertise in energy reduction, utility infrastructure, energy generation, renewable energy, and energy security to achieve our Net Zero energy goal. USMA is currently developing concepts to convert steam distribution to hot water, centralize chillers, and utilize micro grids. To date, West Point has invested \$540K in the Net Zero Initiative. Central funding by Army has been limited.

5. Require West Point to provide periodic updates on the status of personnel shortfalls and lack of funding and their impacts on accomplishing the mission.

In 2011, the Department of the Army (DA) directed a 10 percent reduction for USMA, which equated to 71 positions, of which nine remain onboard. The impacts are: without a reduction in force authority, the command will carry personnel as over-hires and cover payroll out of hide (~\$900K); USMA attempted to mitigate risk through streamlining academy support and administrative functions allowing elimination of lower priority positions and leaving positions tied to the core mission unchanged; DA is monitoring monthly civilian onboard end strength to remain within OSD mandated ceiling.

In addition, the Academy's military force structure continues to change as a result of DA workforce rebalancing efforts. For example, in FY11, the Academy lost eight officer positions against which two officers (Senior Women Administrator and Special Assistant for Human Relations) remain assigned under "sunset" provisions to implement and execute USMA's formally structured program to prevent sexual assault/harassment and provide victim advocacy.

Pending approval of the DA Sexual Assault Prevention and Response Program (SHARP) concept plan to provide military manning across the Army, continued fill of both positions above authorized strength remain critical to continued compliance with the 2012 NDAA requirement for full-time Sexual Assault Response Coordinators and successful execution of SHARP. Additionally, in FY13, USMA eliminated two officer positions and rolled down 32 officer positions to the next lower grade; specifically 22 positions changed to company grade officers as directed by DA. Also in FY13, the Army approved a total of nine additional military positions to support the establishment of the I Companies (four tactical officers and four tactical non commissioned officers) and trial defense services (one officer) to support the Corps of Cadets.

In FY14 and beyond, USMA is challenged to meet further grade plate roll down targets based upon the Army-defined career development sequence to complete a broadening opportunity IAW DA PAM 600-3 and advanced educational timelines. Currently, many of our assigned personnel are misaligned with organizational structure. Further grade reductions in positions within the USMA TDA will only compound the Army's challenge of aligning organizational structure to officer inventory. The turbulence associated with potential authorization changes compounded by the possible reduction in overall aggregate fill rate below 100 percent for military personnel will affect the academy's ability to accomplish its core mission.

For USMA funding, the initial Operations and Maintenance Budget was \$114.2M. DA's mid-year review garnered an additional \$6.1M for top unfinanced requirements for Cadet Summer Training (\$1.5M) and Laboratory Operations (\$4.6M). Emerging cemetery requirements have been funded from within the current budget (\$757K) to address deficiencies. Support for the new cadet barracks continues as DA continues to look for a long-term solution to restore existing cadet barracks. There has been a migration of bills to the mission side that were previously funded within the installation's baseline compromise core resources. Examples include graduation, cadet summer training logistical support, cadet barracks furniture, transportation, cadet mess, overtime, and cemetery. Additional reductions to manpower and dollars are expected in FY13. 30 percent in travel and 10 to 30 percent in service contracts are known so far. In FY14, DA is planning to officially document and fund 21 additional civilian faculty positions (\$2.1M) as well as fund 12 contracted laboratory technicians (\$1.7M). Both requirements are tied to accreditation and statutory corps size.

6. Require the Academy to complete its review of the Cadet Mess Hall's food quality and provide the Board with an update.

In January 2011, a Special Assistance Visit by a team of members from the Joint Culinary Center of Excellence determined that the mix of ready to use, ready to eat, and made from scratch (MS) products at the Academy met minimum guidelines. However, the USCC Dietitian recommended several ways to improve nutrition and satisfaction in breakfast meals:

a. Results from previous taste tests containing pre-packaged (PP) items showed that cadets approved of the taste; yet, these were not directly compared to similar MS items. Taste tests including PP breakfast items and similar MS Cadet Mess items were scheduled for 29 March and 5 April to determine cadet satisfaction of MS over PP breakfast meals.

b. A nutrition review of five PP to MS recipes found that four out of the five PP items were lower in calories, total fat, and protein. Two PP items were lower in saturated fat, and one item did not contain saturated fat nutrition information. All PP items had zero trans-fats; however, partially hydrogenated oil was listed in the ingredient list.

c. Using the newly-released DOD Menu Standards (DOD) and the Army Food Program Initial Military Training Soldier Fueling Initiative (SFI), the following nutrition improvements were identified with the resource impact currently under determination: Decrease or eliminate trans-fats by decreasing PP items containing partially hydrogenated oil in the ingredients and developing PP ingredient standards; Decrease saturated fat and improve meal quality through a decreased use of PP items higher in fat than MS option and purchasing meat products per DOD / SFI fat and meat filler standards; Eliminate high sugar / low nutrient cold cereals using SFI standards; Increase whole grains by increasing the variety of menu items and offering whole grain cereals per DOD / SFI; Increase the availability of milk and lactose free soymilk; Replace current breakfast juice with fortified juice and increase the variety offered; Increase the frequency and variety of fruit placed on tables; Improve the layout of fruit bins and fruit carts; Offer dried fruit without added sugar daily per DOD / SFI; Switch to lower saturated fat / trans-fat free oils in cooking and baking; Decrease or eliminate the use of fried foods using SFI standards for no fried foods during summer training and offer no more than one fried item per day three times per week during the academic year.

Corps feedback regarding meals is highly encouraged and received by the Cadet Mess and USCC Dietitian. The Corps of Cadets has numerous ways to voice satisfaction / dissatisfaction with regard to Cadet Mess meals and service:

a. Cadet Mess Council Meetings are coordinated by USCC S4 (Mess Hall Liaison). Invitees include the USCC Logistics Officer (S4), Mess Hall Liaison, USCC Dietitian, Directorate of Logistics (DOL), Food Service Supervisor, Food Service Planner, Head Chef, Contract Operating Representative, Contract (wait staff) Representative, and two cadets per company. These meetings serve as a venue for the Corps to voice comments with respect to meal options, service, and products.

b. Taste Tests are hosted by the Cadet Mess, in coordination with the USCC S4, and allow cadets to have direct input regarding potential menu items.

c. Table Commandant's Reports are available along the walls in the Mess Hall for cadets to fill out regarding meals and service. Reports placed in the collection box at the poop deck are collected and reviewed by the Mess Hall Quality Assurance staff. Comments regarding wait staff are shared with the Contract Operating Representative. Comments regarding food items are shared with the Food Service Supervisor and USCC Dietitian.

d. Anonymous menu and meal evaluations are available online through the USCC S4 SharePoint webpage and are reviewed by the USCC Dietician. Comments and meal ratings are shared with the Food Service Supervisor.

e. A link to ICE (Interactive Customer Evaluation) is available through the USCC S4 website. ICE comments regarding the Cadet Mess meals and service are received by DOL and forwarded to the appropriate personnel.

7. Require the Academy to provide the Board with access to a wider variety of Cadets and staff during its visits to West Point.

During the Board's visit to West Point on June 14, 2012 and October 26, 2012, four round table discussions with Cadets, staff, and faculty were conducted. Each session lasted between one and two hours. Board members asked that no USMA leadership attend any of the sessions. These requests were accommodated. Board members expressed their happiness with the conduct of these sessions and asked that they be continued during their future visits to West Point.

In addition to the round table discussions, Board members were also given several opportunities to interact with Cadets, staff, and faculty throughout their visits. During their summer visit, members met with new instructors in the Department of Military Instruction and tactical officers and NCOs during their visit to the Military Operations in Urban Terrain (MOUT) site at Camp Shea, which is located on the West Point Military Reservation. Members also met Cadets and potential Cadet candidates while visiting the Summer Leaders Seminar during training at the Engagement Skills Trainer 2000 range simulator. During their fall visit, members ate breakfast with Prep School Cadet Candidates and lunch with USMA Cadets, observed Cadets and instructors in class, and had several opportunities to speak with staff and faculty at both USMA and USMAPS.

8. Provide the Board with information on the implementation of DADT as well as updates on the Respect and Honor programs.

Board members received an update from the Commandant of Cadets on the Respect and Honor Programs during the Fall BoV meeting on October 26, 2012.

9. Are West Point laboratories staffed and equipped sufficiently to meet accreditation requirements?

ABET (formerly the Accreditation Board for Engineering and Technology) Accreditation Reviews of 1996 and 2002 identified the lack of laboratory staff as a "finding." USMA's response was to conduct an internal laboratory technician study in 2002, which in turn led to a concept plan that requested an additional 23 laboratory technicians. The concept plan was approved but later amended to support a requirement on the Table of Distribution and Allowances (TDA) of 12 laboratory technicians. This forward progress was seen positively by the ABET team in their review in 2008. However, due to Army strength limitations, authorizations have not been added to the corresponding lines of the TDA where the requirements exist. USMA used unfinanced requirements (UFR) funding in 2010 and 2011 to contract for nine laboratory technicians to fill this void. During the POM (Program Objective Memorandum) review cycle in 2012, the Manning PEG (Program Evaluation Group) agreed to fund 12 laboratory technicians as contractors through the 2014-2018 POM cycle. Ideally, these will convert to authorizations sometime during that time window.

ABET also considers a stable and predictable funding stream for long-term laboratory equipment refresh and replacement as an accreditation criteria. The Army has provided an adequate consumable funding stream (i.e., chemical, electronics parts, etc.). However, due to funding limitations, the POM requirements for equipment refresh and replacement have fallen short for the past four years. USMA submitted UFR requests to cover the need for equipment replacement. In each of these years, the Army has provided sufficient UFR funding to make the program whole by the end of the fiscal year, and in FY12 cleared the backlog of equipment due for replacement. The result is satisfactory, but this model falls short of meeting the goal of a stable and predictable funding stream and results in equipment arriving in the middle of an academic semester where it cannot be put into use for several months.

10. Require the Academy to determine whether current and projected administrative requirements placed upon faculty members are unduly interfering with academic performance.

The administrative workload that the faculty at USMA experience is similar in nature to that of faculty members at peer universities and does not unduly affect their teaching mission. However, as part of their contribution to the unique 47-month Cadet experience, faculty are expected to contribute personally and substantially to the Cadets' development as officers and leaders of character. Additionally, to be eligible for academic promotion, they must contribute across the following five domains: teaching, scholarship, cadet development, faculty development, and service. Together, these contributions to the mission involve a greater degree of outside-the-classroom effort than what faculty at peer civilian institutions experience.

In order to ensure that the quality of the academic performance was not impacted when the size of the Corps of Cadets increased from 4,200 to 4,400, USMA developed a faculty staffing model in FY08, which was validated by the Manpower Analysis Agency (USAMAA) and recommended 38 additional military faculty and 46 additional civilian faculty. A subset of this need was met through Global War on Terror (GWOT) and Overseas Contingency Operations (OCO) funding for 26 civilian faculty overhires, but they have not been validated through the DA G3/5/7. Currently, 21 positions remain funded through FY13. During FY12 and FY13, USMA developed a rigorous faculty time model that accounts for all tasks associated with teaching, scholarship, cadet development, faculty development, and service. This model, like the one previously approved by USAMAA, supports a requirement for at least 60 additional faculty members. At this time, HQDA G3/5/7 has not approved USMA's submission. Additional personnel cuts based on fiscal constraints may well impact the Cadets' 47-month developmental experience, likely through the reduction of course, and possibly academic major offerings. Since HQDA has not generated academic major requirements, the impact of such cuts may be inconsequential from an Army perspective.

11. Provide the Board updates, with metrics, on graduation and retention.

Graduation rates have held steady for the last 15 years. The only notable deviation occurred with the Class of 2006. This class' low rate can be largely attributed to the effects of 9/11. Graduation rates for men have consistently remained above those for women, except for the

Class of 2001. While men had a notable drop in rate for the Class of 2006, women had notable drops for the Classes of 1998, 2003, and 2006. The 15-year averages for men and women are 79.3% and 75.2%, respectively. Graduation rates for whites have been at-or-above the rates for all cadets throughout this time period. Rates for blacks and Hispanics have been consistently lower than for cadets overall, with an exception of two years for each group. The 15-year averages for whites, blacks, and Hispanics are 79.8%, 73.1%, and 74.3%, respectively.

The retention rates for West Point graduates are comparable to those of ROTC four-year scholarship graduates, and in the past few years, retention rates have improved slightly. For example, the class of 2002 had a six-year retention rate of 50% in 2008. Each of the following four year groups increased retention rates roughly five percentage points per year to reach nearly 70% retention at the sixth year of service for year group 2005. Eight-year retention remains around its 20-year average of about 40%. The Career Satisfaction Program, which began with year group 2006, affords cadets the opportunity to extend their five-year active duty service obligations by three years in order to obtain their branch of choice, post of choice, or to guarantee the opportunity to attend graduate school fully-funded. Approximately 30%-40% of each graduating class at West Point has opted to participate in the program since it began in 2006. Following the implementation of the Officer Career Satisfaction Program, the Army can expect eight-year retention rates to increase 20 percentage points to nearly 60%. Early indications of retention behavior for the eligible classes demonstrate that the program is on course to reach its objective of approximately 60% retention at the eighth year of service.

The Superintendent provided Board members with entrance and graduation information during the June 14, 2012 summer BoV meeting. In addition, Board members requested and were provided with the entrance and graduation metrics given on the following page as an appendix to the June 14, 2012 meeting minutes. These minutes were distributed to all BoV members on September 12, 2012.

	Fully Qualified*	Offered Admission	% Offered of FQ	Accepted	% Accepted of Offers	Graduated	% Graduated
Class of 2008							
Men	1899	1235	65%	1014	82%	820	81%
Women	371	251	68%	193	77%	150	78%
African-American	88	79	90%	70	89%	60	86%
American Indian	26	19	73%	13	68%	13	100%
Asian / Pacific Islander	170	109	64%	86	79%	61	71%
Caucasian	1809	1146	63%	940	82%	757	81%
Hispanic	128	101	79%	75	74%	61	81%
Total	2270	1486	65%	1207	81%	970	80%
Class of 2009							
Men	1814	1285	71%	1044	81%	822	79%
Women	317	240	76%	186	78%	145	78%
African-American	106	102	96%	87	85%	66	76%
American Indian	24	20	83%	18	90%	14	78%
Asian / Pacific Islander	151	103	68%	77	75%	63	82%
Caucasian	1663	1150	69%	930	81%	728	78%
Hispanic	138	114	83%	91	80%	77	85%
Total	2131	1525	72%	1230	81%	967	79%
Class of 2010							
Men	1792	1339	75%	1116	83%	892	80%
Women	302	251	83%	180	72%	139	77%
African-American	98	91	93%	78	86%	54	69%
American Indian	22	17	77%	13	76%	9	69%
Asian / Pacific Islander	150	104	69%	82	79%	71	87%
Caucasian	1625	1223	75%	996	81%	800	80%
Hispanic	145	120	83%	98	82%	74	76%
Total	2094	1590	76%	1296	82%	1031	80%
Class of 2011							
Men	1707	1330	78%	1071	81%	866	81%
Women	310	287	93%	224	78%	177	79%
African-American	95	91	96%	77	85%	54	70%
American Indian	24	24	100%	18	75%	12	67%
Asian / Pacific Islander	150	122	81%	100	82%	91	91%
Caucasian	1516	1182	78%	946	80%	759	80%
Hispanic	179	155	87%	119	77%	101	85%
Total	2017	1617	80%	1295	80%	1043	81%
Class of 2012							
Men	1637	1330	81%	1083	81%	812	75%
Women	282	247	88%	195	79%	138	71%
African-American	96	93	97%	80	86%	49	61%
American Indian	12	12	100%	8	67%	3	38%
Asian / Pacific Islander	124	93	75%	75	81%	57	76%
Caucasian	1480	1192	81%	969	81%	739	76%
Hispanic	159	143	90%	114	80%	77	68%
Total	1919	1577	82%	1278	81%	950	74%

*Fully Qualified: Physically, Academically, Medically (a few with waivers) and Nominated

** The Graduation percentage for the Class of 2012 will increase to near 80% as approximately 50 Cadets from the Class of 2012 are expected to graduate in the summer or December 2012.



***USMA Board of Visitors
2012 Organizational Meeting
21 March 2012***

Location: Senate Capitol Visitors Center, Room SVC 201/200
Uniform: Military – ASU or Class A/Civilian – Business Attire

1130-1200 BoV members and USMA Staff & Faculty arrive, light luncheon served

1200-1430 **2012 Organizational Meeting in Session**

- **Remarks, Superintendent, United States Military Academy**
- **Remarks, Secretary of the Army's Representative**
- **Board Business:**
 - Election of 2012 Chair and Vice Chairs
 - 2011 Annual Report update
- **USMA Update**
 - USMA Budget and Personnel Update / Impacts
 - New Cadet Barracks Update
 - Integration of USMAPS at USMA
 - Sexual Harassment / Assault Response & Prevention
 - Supporting the US Army's Strategic Posture
 - DAIG Assessment Visit of USMA Cemetery
 - BoV Inquiries: Class Composition, Integration of DADT Repeal
- **West Point Upcoming Events/Activities**
- **Remaining Board Business/Adjourn**
 - Federal Advisory Committee Training Brief

MINUTES
BOARD OF VISITORS ORGANIZATIONAL MEETING
MARCH 21, 2012
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 Frederick Malek called the meeting to order at 1203.

3. ADMINISTRATIVE ANNOUNCEMENTS. Meeting packages included an agenda and briefing slides. Copies of the 2001 Federal Register Final Rule on Federal Advisory Committee Management, the Federal Advisory Committee Act (FACA), and BoV Overview briefing slides were available for those desiring additional copies.

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 R. Lamont, addressed the BoV on the challenges of the Army's drawdown and budget reductions. The Army has a current strength of 569,000. It will reduce to its authorized military strength of 547,000 by the end of FY13 and to 490,000 by the end of FY17.

The Army plans to accomplish this through normal attrition and "natural levers," such as slowing promotion rates, reducing selection rates, and offering voluntary separation incentive pay (VSIP) and voluntary early retirement authority (VERA). Some soldiers may be asked to leave active duty, but the Army hopes to transition them into the Reserve component to benefit from their experience. The Army must also reduce its civilian workforce by 8,700 by the end of FY12. Most of this reduction will be through normal attrition. However, the drawdown gives the Army the opportunity to reshape itself to meet the National Defense Strategy.

The Budget Control Act indicates that the Department of Defense must reduce its base budget by \$487 billion over the next ten years, with the Army absorbing a little over one-third of that amount. If there is no agreement by January 1, 2013, the cost to the Army over the next five years will be an additional \$134 billion. This would force the Army to reduce its population by an additional 100,000 soldiers.

West Point will be affected by the drawdown and budget reductions. There will be a modest reduction in the military and civilian staff and faculty. However, there is no plan to reduce the authorized number of cadets, the number of international cadets at West Point, or the presence of West Point cadets overseas.

6. BOARD BUSINESS.

a. NEW MEMBER WELCOME. Mr. Malek welcomed two new members of the BoV, the Honorable Mike Conaway from Texas and the Honorable Steve Womack from Arkansas.

b. ELCTION OF 2011 CHAIRMAN AND VICE CHAIRMAN. A quorum being in attendance, Senator Kay Bailey Hutchison of Texas was unanimously elected as Chairman and Congressman John Shimkus of Illinois was unanimously elected as Vice Chairman of the 2012 BoV.

c. OTHER BOARD BUSINESS. Wednesday and Thursday, June 13-14, 2012 were selected for the Summer Visit and Meeting dates at West Point.

Mr. Brock raised the issue of the number of BoV meetings each year. Following discussion, it was decided that the BoV would meet three times per year. On even years, two meeting would be held at West Point and one meeting in Washington, DC. During odd years, two meetings would be held in Washington, DC and one meeting at West Point. In addition, members of Congress and BoV members were encouraged to visit West Point outside of these scheduled meetings.

Congressman Shimkus suggested that during the Summer Meeting visit, Board members observe summer training, tour infrastructure, and meet instructors and family members. In addition, Congressman Shimkus suggested that the visit include a briefing by Admissions on the incoming class and class composition goals to better understand USMA accessions and provide help with minority recruitment. Mr. Malek suggested that the BoV visit the new barracks construction site to better understand the project scope.

For the fifth consecutive year, the BoV Annual Report was submitted to the President on time. The 2011 USMA BoV Annual Report was signed and delivered to the President's office on 27 December 2011. All BoV members were mailed a hard copy and a copy was sent to select Army Leaders. Mr. Brock took the lead on preparing the Annual Report, and through his efforts and the assistance of Mr. Malek and all Board members, submission of the Annual Report remained on schedule.

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 mission of USMA and the education, training, and inspiration of the Corps of Cadets. Leaders of character produced by the Military Academy continue to provide selfless service to the nation.

Cadet Andrew Rodriguez is an example of the type of cadet produced at West Point. He won the 2012 Sullivan Award given to the finest amateur athlete in the United States. It was the first time in 60 years that a West Point cadet received this award. The last cadets to receive the award were Heisman Trophy winners Blanchard and Davis. Cadet Rodriguez was also the recipient of the

Campbell Award, given to the finest scholar-athlete in the NCAA. He is a leader, a tremendous student, and a remarkable athlete.

West Point has proposed to build its first new barracks in 40 years. USMA would like to have it open by 2015. The current barracks are overcrowded, lack HVAC, and have safety, plumbing and electrical problems that cannot be addressed without significant modernization. Once the new barracks is open, renovations on existing barracks can begin.

The United States Military Academy Preparatory School (USMAPS) opened its new location at West Point in July 2011. Since its opening, there have been no issues concerning violations of NCAA rules and regulations or the encroachment of cadet candidates on the main post.

Sexual Harassment and Assault Response and Prevention (SHARP) is emphasized and taken seriously at West Point. USMA follows a comprehensive approach to address these issues with all cadets, staff, and faculty. West Point has 10 victim's advocates as well as several layers of effort that address sexual assault and sexual harassment issues. The Academy continues to look for ways to prevent and respond appropriately to incidents. The Corps of Cadets has also taken ownership of this issue and addresses it additionally within their ranks.

A 2011 DoD task force on sexual assault and sexual harassment noted that USMA was out of compliance in three areas: education of first responders, speaking to the senior class, and having a comprehensive approach to sexual assault and sexual harassment training. First responder education and speaking to the senior class were addressed within two weeks of the report. On April 13, 2012, West Point submitted its comprehensive curriculum to DoD.

West Point continues to expand its international focus. Over the past ten years, USMA has increased the number of cadets who spend time abroad in cultural immersion programs. These experiences help cadets prepare for the volatile, uncertain, complex, and ambiguous environments they will face as officers. Many of these experiences are paid for with funding raised by the Association of Graduates, reducing the fiscal burden of the Army. USMA currently has 54 foreign cadets from 33 countries completing its 47-month curriculum. These exchanges are invaluable in developing relationships that provide important future benefits.

West Point has provided its cemetery with additional funding and support and is currently reviewing its cemetery operations. The Superintendent remains responsible for the cemetery's administration and operation. The Academy is closely following the work of the National Cemetery Task Force to ensure its procedures meet standards. The master plan contains additional columbarium space.

For the past three years, USMA has met class composition goals in all areas except African Americans. It has consistently exceeded the goal for females. West Point's composition of females is 16.01%, which exceeds the Army's percentage for females in the active component officer corps, which was 13.54% on March 5, 2012. The Academy remains sensitive to changes that may take place in the future Army and is prepared to adapt its composition goals accordingly. In addition, USMA remains sensitive to the composition of its staff and faculty to ensure that it can appropriately influence and develop the Corps of Cadets.

b. RESOURCES. COL Stafford, USMA Chief of Staff, updated the Board on FY2012 funding. From FY08 to FY11, USMA had an increase in funding in its base budget but additional funding for unfinanced requirements (UFRs) decreased. This parallels the Army budget as it relates to Overseas Contingency Operations (OCO) dollars.

FY12 shows a downward trend in the USMA base budget. This movement reflects the transfer of \$12 million for mess hall operations to Army Sustainment Command. The transfer of mess hall operations will allow West Point to better meet cadet nutritional requirements and meal quality.

A reduction of an additional \$6 million from the base budget is a reflection of the civilian pay cut that accompanied the drawdown of personnel. This drawdown affected mainly administrative staff. Seventy-one positions were cut. Almost all personnel have been successfully placed in other positions, although remaining personnel may face a reduction in force (RIF). West Point is currently examining positions for another ten percent reduction to help the Army reach its budget cap and pay for required positions, such as installation Victim's Advocates. To meet this target, USMA must identify functions that it will no longer perform.

West Point met its DoD military positions cap number in January, completing its grade plate review in FY11. The review identified positions to re-grade at lower ranks. USMA has not identified which military positions will be lost through the Total Army Analysis (TAA) process. However, the Academy believes that, if civilian faculty are reduced, the number of military faculty must grow.


West Point has a request moving forward through HQDA to OSD to authorize 21 civilian faculty and 12 laboratory technician positions. The Academy has the funding to pay for these positions but needs the authorizations.


In the past, additional dollars were used for force modernization, barracks furniture, lab equipment, barracks HVACs, and other important expenses. This year's unfinanced requirements (UFRs) include \$1.9 million for summer training, \$4.2 million for laboratory operations, and \$1.0 million for information technology modernization.

8. REMAINING BOARD BUSINESS. No other business was discussed.

9. ADJOURNMENT. There being no further comments, Senator Hutchison moved to adjourn at 1420. The motion was seconded by Congressman Shimkus and unanimously agreed upon. This concluded the 2012 Organizational Meeting of the USMA Board of Visitors.

Certified by:


KAY BAILEY HUTCHISON
Chairman
USMA Board of Visitors


LTC SCOTT SMITH
LTC, US Army
Designated Federal Officer,
USMA Board of Visitors

APPENDIX TO THE MINUTES:

ROLL CALL

Congressional Members:

Senator Jack Reed	(arrived at 1321) (departed at 1329)
Senator Kay Bailey Hutchison, Chairman of the BoV	
Senator Richard Burr	(arrived at 1209) (departed at 1318)
Congressman Mike Conaway	(departed at 1320)
Congressman Maurice Hinchey	(arrived at 1227)
Congressman Jerry Lewis	
Congressman John Shimkus, Vice Chairman of the BoV	
Congressman Steve Womack	(departed at 1220)

Presidential Appointees:

Mr. Frederick Malek
Mr. Randolph Brock
Ms. Elizabeth McNally
Ms. Sue Fulton
MG Errol Schwartz

The following members were absent:

Senator Mary Landrieu
Mr. Patrick Murphy

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)
COL Lawrence Wark, ASA-M&RA
LTC Robert K. McGee, ASA-M&RA
MAJ Conrad Jakubow, SAFM-BUL
MAJ Josh Campbell, OCLL

Congressional Military Legislative Liaisons

Ms. Carolyn Chuhta, MLA to Sen. Reed

Mr. Dave Davis, Senior Advisor to Sen. Hutchison

Mr. Ross Nordurft, MLA to Sen. Landrieu

Mr. Terry Redd, Army Fellow to Sen. Burr

Mr. Spencer Freebairn, MLA to Rep. Lewis

Ms. Virginia M. Müller, Legislative Assistant to Rep. Shimkus

Ms. Ivy Williams, Legislative Correspondent to Rep. Womack

USMA command and staff members in attendance:

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

COL Gus Stafford, USMA Chief of Staff

Ms. Maureen Fitzgerald, Director of Strategic Communications

LTC David Jones, Secretary of the General Staff

LTC Scott Smith, Secretary of the General Staff (inbound)

MAJ Adam Sawyer, Superintendent's Aide

Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff

Ms. Joy Pasquazi, BoV Conference Specialist

Members of the Public

Ms. Joan Grey

BG(Ret) Samuel K. Lessey

Mr. Greg Mathieson, MAI photographer



United States Military Academy

Board of Visitors Meeting

21 March 2012



CALL TO ORDER



1200-1430 2012 Organizational Meeting in Session

- Remarks, Superintendent, United States Military Academy
- Remarks, Secretary of the Army's Representative
- Board Business
 - Election of 2012 Chair and Vice Chairs
 - 2011 Annual Report update
- USMA Update
 - USMA Budget and Personnel Update / Impacts
 - New Cadet Barracks Update
 - Integration of USMAPS at USMA
 - Sexual Harassment / Assault Response & Prevention
 - Supporting the US Army's Strategic Posture
 - DAIG Assessment Visit of USMA Cemetery
 - BoV Inquiries: Class Composition
 - Integration of DADT Repeal
- Remaining Board Business / Adjourn
 - Federal Advisory Committee Training Brief



REMARKS

Superintendent
United States Military Academy



REMARKS

Secretary of the Army
Representative



BOARD BUSINESS

- Election of 2012
Chair and Vice Chair
- 2011 Annual Report update



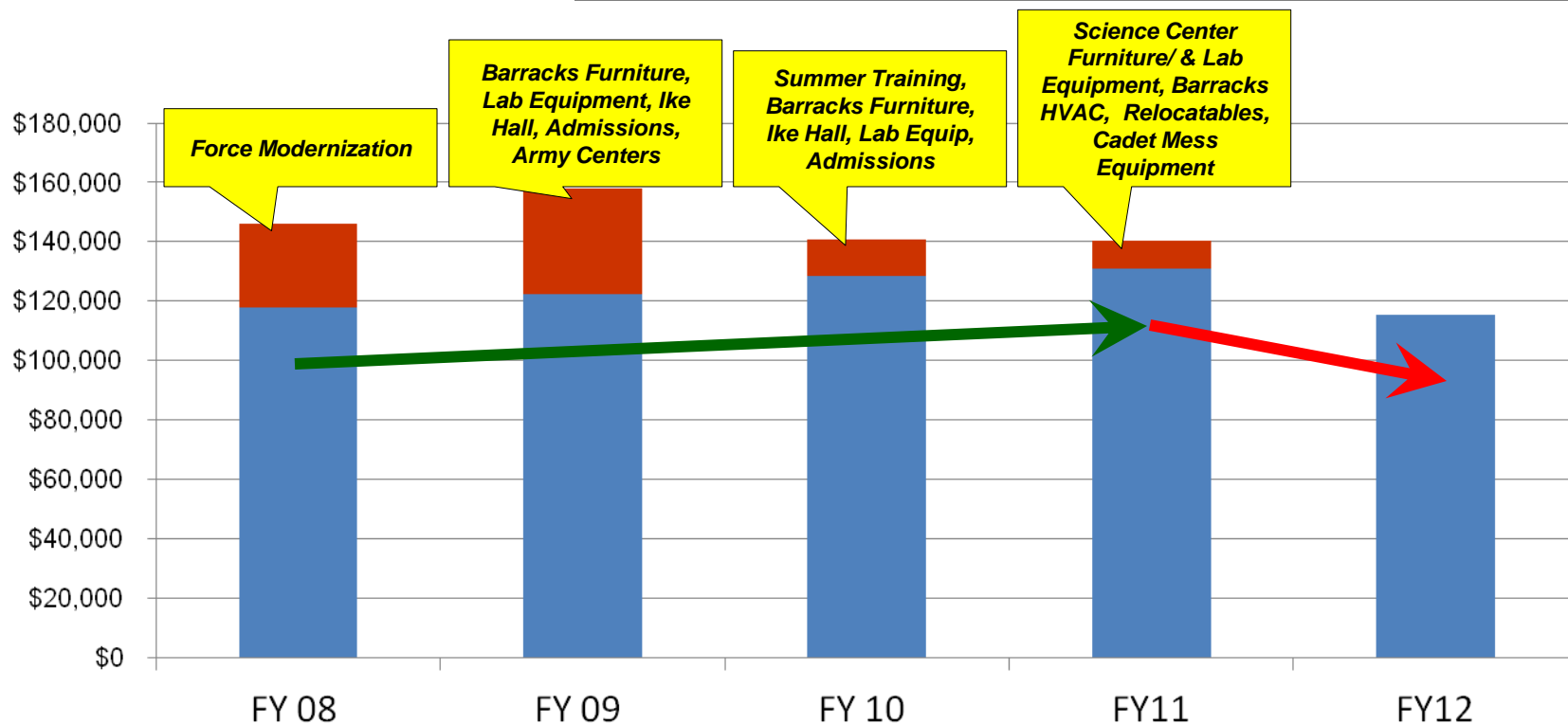
USMA UPDATE





- USMA Budget and Personnel Update / Impacts
- New Cadet Barracks Update
- Integration of USMAPS at USMA
- Sexual Harassment / Assault Response & Prevention
- Supporting the US Army's Strategic Posture
- DAIG Assessment Visit of USMA Cemetery
- BoV Inquiries: Class Composition
Integration of DADT Repeal



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.



CATEGORY	FY 08	FY 09	FY10	FY11	FY12
INITIAL FUNDING 	117,918.6	122,350.7	128,345.0	130,828.0	115,412.0
ADDTL FUNDING 	28,205.0	35,781.7	12,418.4	9,409	0.0
TOTAL FUNDING	146,123.6	158,132.4	140,763.4	140,237.0	115,412.0
AUTH CORPS	4,400	4,400	4,400	4,400	4,400

Funding in (\$000s)

Fiscal Reality -- funding is expected to decline over the next 5 years

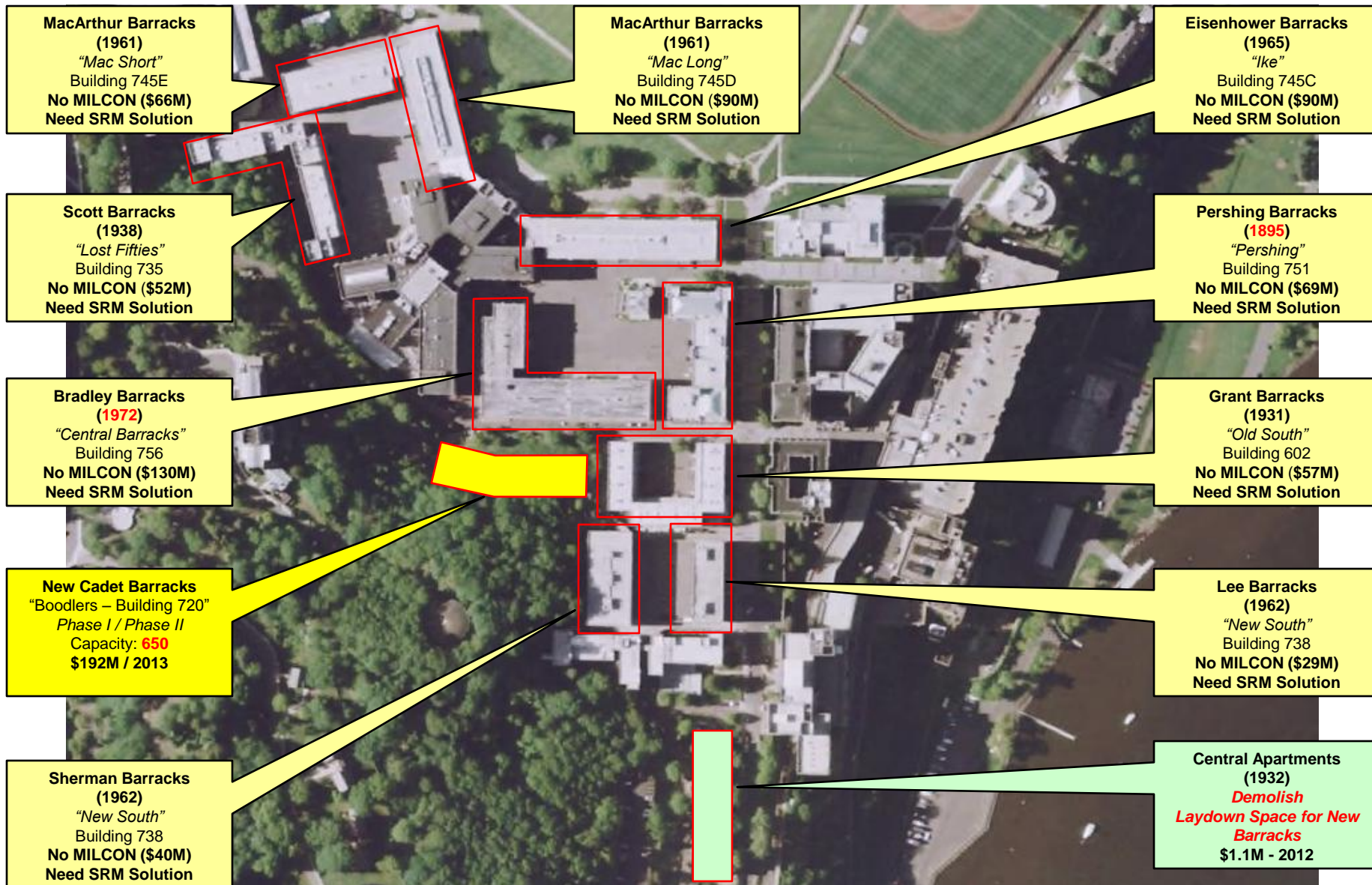


- Unfinanced Requirements (~\$30M)
 - Summer Training ~ \$1.9M
 - Laboratory Operations ~ \$4.2M
 - Information Technology Modernization ~ \$1.0M

- Manpower Reductions
 - 71 Civilian Positions (15 Potential Reductions in Force)
 - 2 military authorizations in FY13
 - 7 military authorizations in FY14

- Program Objective Memorandum Issue
 - 21 Civilian Faculty Positions
 - 12 Laboratory Technicians









I. A.M. S'TRONG
INTERVENE * ACT * MOTIVATE

Sexual Assault and Sexual Harassment Prevention

INTERVENE
When I recognize a threat to my fellow Soldiers, I will have the personal courage to **INTERVENE** and prevent Sexual Assault. I will condemn acts of Sexual Harassment. I will not abide obscene gestures, language or behavior. I am a Warrior and a member of a team. I will **INTERVENE**.

ACT
You are my brother, my sister, my fellow Soldier. It is my duty to stand up for you, no matter the time or place. I will take **ACTION**. I will do what's right. I will prevent Sexual Harassment and Assault. I will not tolerate sexually offensive behavior. I will **ACT**.

MOTIVATE
We are American Soldiers, **MOTIVATED** to keep our fellow Soldiers safe. It is our mission to prevent Sexual Harassment and Assault. We will denounce sexual misconduct. As Soldiers, we are all **MOTIVATED** to take action. We are strongest...together.

www.preventsexualassault.army.mil
Military OneSource • 1-800-342-9647

IAD banner 60X36.indd 1

11/20/08 4:09:00 PM

SHARP Program
Sexual Harassment / Assault Response & Prevention

I. A.M. S'TRONG
INTERVENE * ACT * MOTIVATE

U.S. ARMY



“NO” ALWAYS MEANS NO



NOT IN MY CORPS

Questions? Call 845-938-7479



**International
Cooperation:**

54 cadets

**International Summer
Enrichment:**

373 Cadets

85 Projects

45 Countries

Study Abroad (SAP):

134 Cadets

10 Military Academies

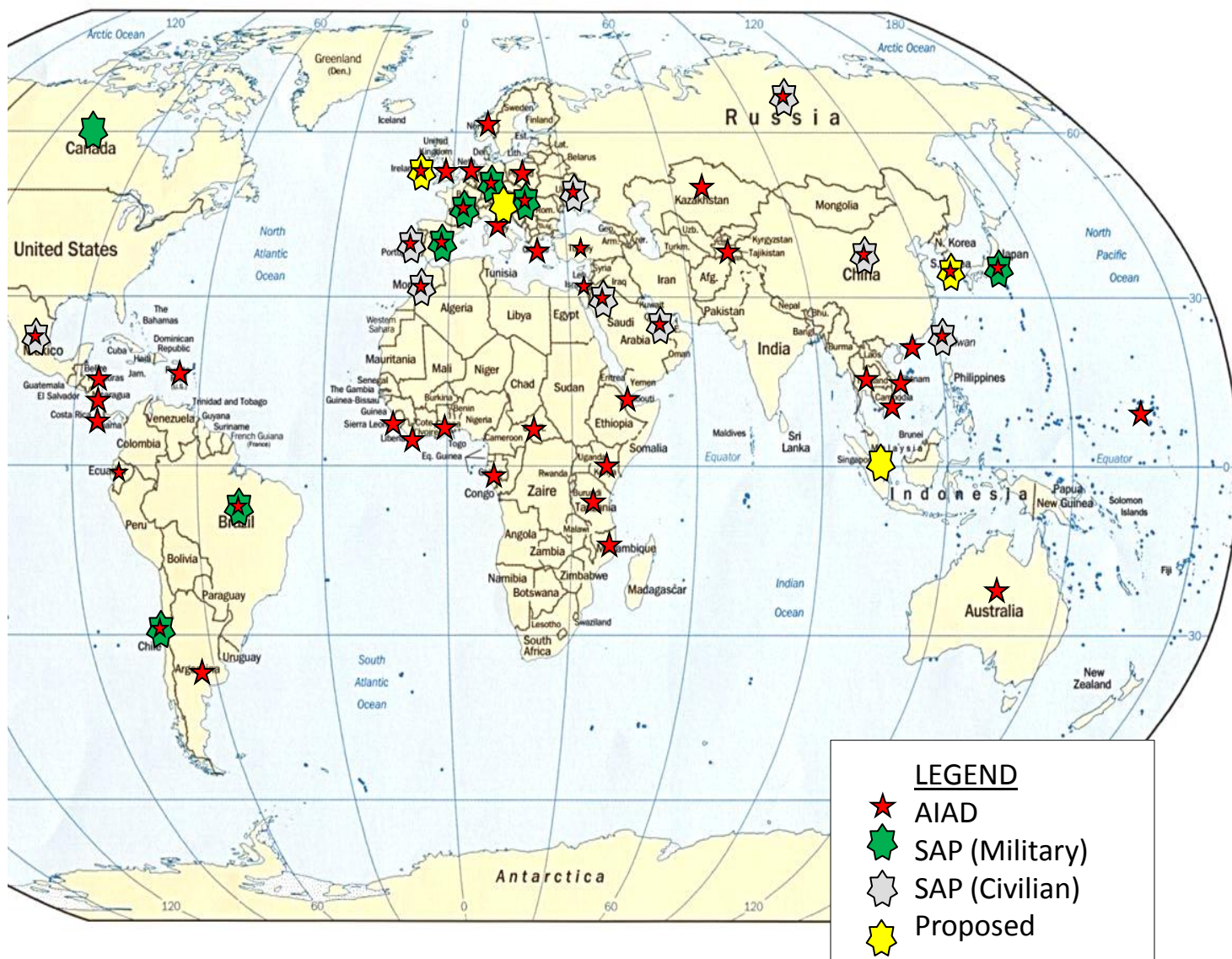
17 Countries

Languages: 8

Arabic, Chinese,
French, German,
Persian, Portuguese,
Russian, Spanish

Military Faculty: 5 (+2)

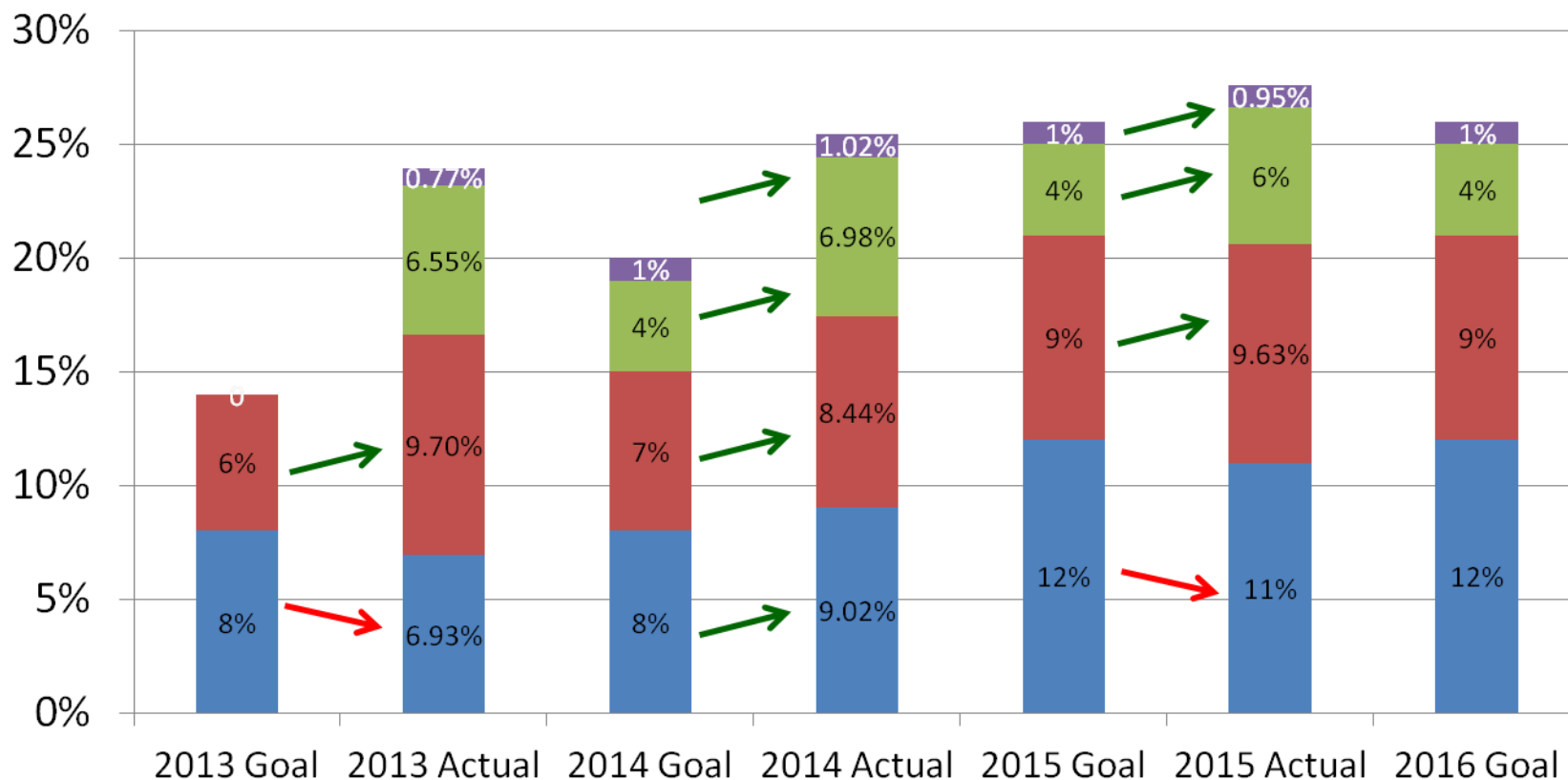
Brazil, Chile, UK,
Germany, Japan,
Mexico, Spain
(Korea in 2012)











BoV Inquiry – Class Composition



CATEGORY	Class of 2013		Class of 2014		Class of 2015		Class of 2016	
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
African American 	8%	6.93%	8%	9.02%	12%	11%	12%	
Hispanic 	6%	9.7%	7%	8.44%	9%	9.63%	9%	
Asian/Pacific Islander 	N/A	6.55%	4%	6.98%	4%	6%	4%	
Native American 	N/A	.77%	1%	1.02%	1%	.95%	1%	
Female	14%	14.63%	16%	18.18%	14%	16.89%	14%	



REMAINING BOARD BUSINESS



March 2012 – Washington, DC

July 2012 – USMA

Cadet Summer Training (CST)

Academy Infrastructure

Potential Round-table discussions with Cadet Leaders

October/November 2012 – USMA

Academics

Potential round-table discussions with Cadet and S&F



ADJOURN



West Point

The United States Military Academy

-FOUO-

As of 12 June 2012 2030

USMA Board of Visitors Summer Meeting Agenda

Thursday, 14 June 2012

Haig Room, Jefferson Hall, West Point, NY

BoV Meeting Agenda:

1200-1205	Opening remarks	(DFO and Chairman)
1205-1210	Superintendent's Remarks	
1210-1215	SECARMY / SECARMY Representative Remarks	
1215-1220	Administrative announcements	(DFO and Chairman)
1220-1300	Superintendent's Update	
	a) Graduation Week	
	b) Class of 2016	
	c) SHARP	
	d) New Cadet Barracks	
	e) Cemetery	
1300-1315	Executive Time	
1315-1345	Commandant's Update	
	Military Program - Summer training	
1345-1415	Dean's Update	
	a) Summer Term Academic Program (STAP)	
	b) AIADs	
1415-1430	Civilian / Military reductions	(Chief of Staff)
	Budget / MILCON	

USMA Attendees:

LTG Huntoon, Superintendent
BG Martin, Commandant of Cadets
Dr Blair, Vice Dean
COL Stafford, Chief of Staff
Ms. Fitzgerald, Director of Strategic Communication
COL McDonald, Director of Admissions
LTC Smith, Secretary of the General Staff
LTC Jones, Designated Federal Officer
Ms. Ghostlaw, Conference Coordinator

-FOUO-

MINUTES
BOARD OF VISITORS ORGANIZATIONAL MEETING
JUNE 14, 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. Acting Chairman John Shimkus called the meeting to order at 1204.

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 departing early, is appended to these minutes.

5. MR. LAMONT'S REMARKS. Assistant Secretary of the Army for Manpower and Reserve Affairs, Mr. Thomas R. Lamont, addressed the BoV on the challenges facing the Army's personnel and budget decisions. The Army will be a bill payer for the Defense Strategic Guidance that focuses on the Pacific Region and emphasizes Air and Sea forces. Everything is now a zero-sum game; to expand personnel or expenditures in one area, a bill payer must be identified from another.

The 2012 National Defense Authorization Act requires Sexual Assault Coordinators and Victim's Advocates at each brigade-level organization across all services. This will add approximately 900 slots in the Army. The Army has opened up approximately 13,000 positions to female Soldiers. A pilot program was initiated in nine brigade combat teams, allowing female volunteers to serve in combat arms battalions. The Army is still targeting 490,000 as its end-strength by 2017. Budgetary issues may cause that number to become even smaller. However, the Army anticipates the US Military Academy to remain at 4,400 Cadets.

6. BOARD BUSINESS. Friday, October 26, 2012 was selected for the Fall BoV Visit and Meeting date at West Point. BoV members were invited to attend the Army vs. Ball State football game on 27 October.

Mr. Malek asked for a short information paper on the USMA admissions process, to include the Congressional nomination process (Appendix B). Mr. Brock asked for a financial update, to include summaries of any audits that identified material weaknesses or significant deficiencies and incidents of material fraud or embezzlement (Appendix C). Mr. Brock also asked that West Point examine the effectiveness of the outside housing contractor. Ms. McNally asked for information on minority and female acceptance and graduation rates (Appendix D). Mr. Shimkus asked that USMA continue to arrange for round table discussions with Cadets, staff, faculty,

and/or dependents during future BoV visits. Mr. Shimkus and Mr. Murphy encouraged USMA to add additional TAC NCOs to Cadet companies. They also encouraged USMA to target punishment for Cadets who fail to uphold standards. MG Schwartz, Ms. Fulton, Ms. McNally, and Mr. Murphy recommended TAC NCOs receive additional training before assuming their duties.

7. USMA UPDATES.

a. MISSION, VISION, PRIORITIES, INITIATIVES. LTG Huntoon, USMA Superintendent, provided BoV members with copies of the 2012 Army football schedule, the United States Military Academy strategic message brochure, the West Point Cemetery Guide, and the AY 2012 Projects Day Guide. He focused attention on the mission of USMA, particularly the inspiration component and the commitment of the Corps of Cadets to serve Soldiers as leaders of character for the Nation.

A summary of the Class of 2012 Graduation was presented. Vice President Joe Biden served as the Speaker, handing out diplomas to the top 35 Cadets and, along with General Ray Odierno, personally shaking the hand of every graduating Cadet. Later that afternoon, each graduate participated in ceremonies where they were commissioned as second lieutenants in the Army. Metrics were presented for the incoming Class of 2016. Admissions were more competitive than ever. The target is for 1,150 candidates (plus international candidates) to arrive on July 2, 2012 for Reception Day. Indicators show that both quality and class diversity are increasing. Since 2009, the percentage of females has increased by 2% (14% to 16%) while the percentage of African American Cadets has increased by 2% (from 7% to 9%; but dropping from last year's historic high of 11%). The Academy remains sensitive to meeting REDCAT needs of the Army. In addition, USMA continues to examine its composition of staff and faculty to ensure that it can appropriately mentor and develop the Corps of Cadets.

Sexual Harassment and Assault Response and Prevention (SHARP) continues to be emphasized at West Point. The Corps of Cadets is assuming ownership of and responsibility for this issue. USMA now has a coherent and comprehensive SHARP curriculum that is presented in a structured manner across the entire 47-month Cadet experience. West Point is in compliance with both DoD and DA SHARP requirements.

Projects Day was held on May 3, 2012. The extraordinary intellect and talent of the Cadets was on display. BoV members were encouraged to attend next year's Projects Day on May 2, 2013.

Congress and the Army have committed to providing West Point with its first new barracks in 40 years. The new barracks will provide the swing space necessary to renovate the nine existing barracks.

The West Point Cemetery has worked with Arlington National Cemetery (ANC) to develop a gravesite locator app for smart phones, as well as ensuring that SOPs and maintenance programs are in compliance.

The Superintendent's Honor Review Commission has been re-instituted to examine Honor Code issues such as the over-legalization of the honor process and system.

Military training has moved from a model of task, condition, and standard to one of outcomes based training. Cadets are placed in uncomfortable situations where they must use their critical thinking skills to solve complex problems. Cadets must learn to develop a sense of responsibility for themselves and for their subordinates. The role of the officers and NCOs is to provide a safety net that allows Cadets to make mistakes and learn without compromising their safety.

Cadets are also given greater exposure to international and socially-developmental experiences. Cadets are increasingly afforded the opportunity to go overseas for both military and academic IADs; experiences that help them develop greater cultural and social awareness. There are over 1,000 MIADs and over 1,000 AIADs. These IADs provide exceptional opportunities for the development of USMA Cadets across all dimensions of the West Point Leader Development System.

The USMA Academic Program is conducting an external review of its program goals. It is expected to be complete by mid-November. In the summer, faculty support several programs such as the Summer Term Academic Program (STAP), Summer Leaders Seminar (SLS), Cadet Basic Training (CBT), Cadet Field Training (CFT), Cadet Leader Development Training (CLDT), and several faculty development workshops and conferences. Faculty also conduct course development and program assessment, as well as conducting individual research and providing support to AIADs. Faculty are instrumental in Cadet development not only for their work in the classroom but also for their support of the myriad Cadet activities and clubs that take place outside of the academic day.

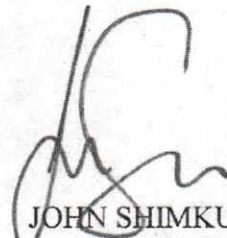
b. RESOURCES. COL Stafford, USMA Chief of Staff, updated the Board on FY2012 funding. Since the March meeting, USMA has been approved to receive \$6 million in mid-year unfunded requirements (UFR) to cover the costs of laboratory equipment, summer training, and laboratory technicians. Also, USMA was relieved from losing 67 additional civilian positions during the latest round of personnel cuts. Indications are that USMA will receive authorization for 21 additional faculty members in the coming year.

Cemetery costs over the next year will be approximately \$800,000. \$600,000 will be used for facility restoration and bringing the cemetery into compliance with ANC standards. West Point expects to have the cemetery in compliance by October, 2012. Annual maintenance contract costs will be approximately \$250,000. Additionally, USMA will reorganize internally to provide three additional civilian employee positions for the cemetery.

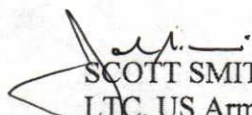
8. REMAINING BOARD BUSINESS. No other business was discussed.

9. **ADJOURNMENT.** There being no further comments, Congressman Womack moved to adjourn at 1420. The motion was seconded by Mr. Murphy and unanimously agreed upon. This concluded the 2012 Summer Meeting of the USMA Board of Visitors.

Certified by:



JOHN SHIMKUS
MEMBER OF CONGRESS
Vice Chairman
USMA Board of Visitors



SCOTT SMITH
LTC, US Army
Designated Federal Officer,
USMA Board of Visitors

Appendices:

- A Attendance Roster
- B Admissions Information Paper
- C Financial Update
- D Acceptance and Graduation Rates

APPENDIX A: ATTENDANCE ROSTER

Congressional Members:

Congressman John Shimkus
Congressman Steve Womack

Presidential Appointees:

Mr. Frederick Malek (departed at 1402)
Mr. Randolph Brock (departed at 1405)
Mr. Patrick Murphy
Ms. Elizabeth McNally
Ms. Sue Fulton
MG Errol Schwartz

The following members were absent:

Senator Jack Reed
Senator Kay Bailey Hutchison
Senator Mary Landrieu
Senator Richard Burr
Congressman Jerry Lewis
Congressman Maurice Hinchey
Congressman Mike Conaway

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)
COL Lawrence Wark, ASA-M&RA
LTC Robert K. McGee, ASA-M&RA
MAJ Conrad Jakubow, SAFM-BUL
MAJ Josh Campbell, OCLL

Congressional Military Legislative Liaisons

Mr. Terry Redd, Army Fellow to Sen. Burr
Mr. Chris White, Legislative Assistant to Rep. Hinchey

USMA command and staff members in attendance:

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

BG Ted Martin, USMA Commandant

CSM Todd Burnett, USCC Command Sergeant Major

Dr. Jean Blair, Vice Dean

COL Tom Hiebert, Director of the Dean's Staff

COL Deborah McDonald, Director of Admissions

COL Gus Stafford, USMA Chief of Staff

Ms. Maureen Fitzgerald, Director of Strategic Communications

LTC David Jones, Simon Center for the Professional Military Ethic

LTC Scott Smith, Secretary of the General Staff

MAJ Jeff Pickler, Superintendent's Aide

Ms. Deadra Ghostlaw, Assistant Secretary of the General Staff

Ms. Theresa Brinkerhoff, USMA Public Affairs Office

Members of the Public

BG(Ret) Samuel K. Lessey

Mr. Mike Randall, Times Herald Record Reporter

APPENDIX B: ADMISSIONS INFORMATION PAPER

INFORMATION PAPER

MAAR
14 JUN 2012

SUBJECT: United States Military Academy (USMA) Admissions Information Paper

1. The mission of the USMA Admissions Office is to **find** and **inspire** qualified, diverse applicants to enroll at West Point – accounting for 19% of the officer accessions to the Army each year. Our end state goal is to ensure our admitted Cadets have the qualifications to graduate and be commissioned as leaders of character to serve in our Nation's Army. Title 10 USC 4342-4347 governs this process.

2. Admissions Program and Class Composition Goals: USMA uses a 65-year algorithm called the Whole Candidate Score (WCS) to measure candidate competitiveness. The WCS is based on 60% academic potential (CEER), 30% leadership potential (CLS), and 10% physical aptitude (CFA) and can range from a maximum score of 8000 points to a minimum score of 2000 points. The average entering WCS for recent classes has been around 6000 points. The WCS and corresponding CEER and CLS scores are proportional to graduation from West Point and are predictive measures for retention in the Army for most demographics with the exception of women. Women's graduation and retention rates are not accurately predicted by their WCS – and their attrition rates can most likely be attributed to societal influences rather than potential. Over the past 30 years, our graduation rates climbed and then remained steady at approximately 80% for recent classes.

a. The Academic Board in conjunction with the Army identifies the following as Class Composition Goals for Admission. These goals are reviewed and adjusted annually or bi-annually as needed:

- a. Scholars >30%. A scholar is defined by high academic (CEER) score above 650.
- b. Leaders >25%. A leader is defined by high community leadership score (CLS) above 650.
- c. Athletes 18-23%
- d. Women 14-20%
- e. Soldiers 7-10%
- f. Minorities 25-30%
 - i. Blacks 12-15%
 - ii. Hispanics 9-12%
 - iii. Asian 4-6%
 - iv. Native Americans >1%

b. Admission to West Point is a two-pronged process. First, an applicant must be medically, physically and academically qualified for admission and receive a nomination. Second, a fully qualified nominated candidate receives an appointment of admission based on his/her competitiveness within his/her nomination category. The Admissions Committee (an adjunct committee of the Academic Board) reviews and makes admissions decisions on all files. The competitive nature of the WCS ensures that, with very few exceptions, the most qualified candidates are offered admission in their nomination categories. In an average class, we have roughly 800-900 seats filled by congressional and service connected vacancies. Title 10 USC dictates that the top 150 qualified candidates (QC) who did not win

their congressional vacancies may be offered admission to the class. Depending on class size, the remaining 200-400 seats are admitted as additional appointees (AA), either in order of merit or out of order of merit to help achieve class composition goals. Minorities and recruited athletes make up the majority of the additional appointees for each class.

Nomination Sources per class by vacancy:

Congressional Vacancies (541 seats)		Service Connected Vacancies (350 Seats)	
Senate	100 seats	Presidential	100 seats
House of Representatives	435 seats	Regular Army	85 seats
Vice President	1 seat	Reserve Component	85 seats
Virgin Islands	1 seat	Medal of Honor	unlimited
Guam	1 seat	JROTC/SROTC	20 seats
Puerto Rico	1 seat	Sons / Daughters 100% Disabled Vets	10 seats
American Samoa	1 seat		
District of Columbia	1 seat	Superintendent	50 seats

c. National Waiting List: Historically we have between 300-600 fully qualified candidates on the National Waiting list who did not receive an offer to West Point. With the Class of 2016 we had over 1000 fully qualified candidates not offered admission. We coordinate heavily with ROTC and Accessions Command to help integrate these fully qualified candidates into their Army Accessions Programs if we are unable to offer them admission due to class size restrictions.

d. Appointment Charging: The table below depicts the appointment charging for the class of 2016 as of 14 June 2012.

Class of 2016	Total	Cong	VP	Pres (A)	Pres (R)	RA	RC	ROTC	S/D VET	SUPT	QC	AA (Total)	AA (WCS<6000)
Offers	1337	589	1	91	19	58	83	16	4	27	185	266	209
Accept	1183	504	1	71	16	58	83	14	3	24	150	248	205
Decline	154	75	0	20	3	0	0	2	1	3	35	17	4
Athlete	218	36	0	1	0	0	17	0	0	19	1	144	125
Black	103	26	0	0	0	4	10	1	1	4	2	58	45
Hispanic	116	49	0	5	1	5	6	0	1	1	5	66	44
Women	187	75	0	16	3	4	12	2	1	7	19	54	41
USMAPS	197	25	0	0	0	26	53	0	0	0	0	93	92

Prepared by: COL Deborah J. McDonald / DAD / (845) 938-5706

APPENDIX C: FINANCIAL UPDATE

INFORMATION PAPER

MARM
13 JUL 2012

SUBJECT: Financial and Management Internal Controls Update

1. The purpose of this paper is to provide the Board of Visitors an update on financial and management internal controls at the United States Military Academy (USMA) since 2009.
2. Since 2009, USMA has increased controls and reviews of financial processes to eliminate the potential for fraud or embezzlement. Audits and reviews of business processes and controls have produced no further instances of embezzlement or fraud; however they have identified deficiencies that are continually being addressed.
3. Each year, USMA conducts a review of management internal controls for specific business processes. Managers, Supervisors, and Accountable officials conduct these reviews by checking whether controls are operating properly. If deficiencies are noted during these reviews that do not require external assistance they are noted and included for additional review by Internal Review and Compliance, USMA Inspector General or addressed in revisions to USMA policy guidance by the Director of Resource Management. If deficiencies do require external assistance they are addressed as material weaknesses in the Superintendent's Management Internal Controls Annual Statement of Assurance. There has been no additional material weakness identified since 2009 beyond the one for the fraud/embezzlement case.
4. The business processes reviewed in FY 2010, 2011 and 2012 were Overtime, Compensatory Time and Holiday Pay for Civilians; Use and administration of the Defense Travel System (DTS); Government Purchase Card (GPC) Program; Supply Management; Signature Cards for Approving/Certifying Officials; Non-appropriated Fund (NAF) Contracting Management; Morale, Welfare, and Recreation (MWR) & Non-Appropriated Fund Instrumentalities (NAFIs); Government Travel Charge Card Program; Policies and Procedures for Property Accountability; Accounting for Cadet Advances in DTS; Tri-annual Review of Commitments and Obligations; Centralized NAF Accounting; USMA Treasurer - Cadet Account and Ration Fund Management; Clearing of Prior Year Un-liquidated Obligations; and Statement of Budgetary Resources - Key Control Objectives.
5. The majority of these reviews concluded controls were in place but deficiencies were noted specifically in training and evidentiary documentation, such as up-to-date signature cards for Approval Officials, receipts for travel reimbursements and hand receipts for property. As a result, the Directorate of Resource Management (DRM) is conducting a 100% review of all signature cards for Approving and Certifying Officer to ensure they are current, a 100% review of training documentation of Travel Approving Officials, and requiring all travel Approving Officials to retake training and ensure travelers are providing receipts for travel reimbursements in accordance with the Joint Travel Regulations. In addition, the DRM is conducting random sampling of travel orders and reimbursement vouchers. This review had identified

underpayments and overpayments to travelers based on receipts provided. The DRM has initiated payments to those travelers who were underpaid and established debts to recoup monies from those who were overpaid.

6. There was also an instance where food purchases did not have the proper evidentiary documentation, such as a legal opinion. These were reported to the Department of Army (DA) for additional legal guidance from the Office of General Counsel. DA found no fraud or legal objection once all evidentiary documentation was provided. As a standard practice, all food purchases are now required to have a legal review.

7. In fiscal year 2012, USMA stood-up a Directorate of Logistics who will focus for the next 18 months on addressing deficiencies in cemetery accountability and property accountability.

8. USMA instituted the following business process changes to tighten controls where deficiencies were noted during reviews and audits:

a. Conduct surprise cash counts at all Cadet Activity NAF facilities and fund holders.

b. Ensure more than one budget analyst reviews all financial transactions to ensure they are proper, legal, and supported by proper evidentiary documentation.

c. Ensure information technology purchases have approval from the USMA Chief Information Officer.

d. Conduct annual review of departmental GPC Billing Officials to ensure Billing Officials are conducting detailed reviews of purchases prior to certifying payments.

e. Ensure initial and refresher training for all budget and financial analysts, Approving/Certifying Officers, and Billing Officials.

f. Implement radio frequency identification barcodes on all laboratory and computer equipment to ensure proper accountability.

g. Require legal reviews for all purchases involving expenditures for food.

h. Require legal reviews for all gifts using official representation funds provided to dignitaries and foreign officials.

9. DA has implemented a new financial system called General Fund Enterprise Business System (GFEBS). USMA instituted GFEBS in JAN 2011. This system will tighten controls and was designed to enforce separation of duties. One of the key factors that led to the embezzlement at USMA was the lack of separation of duties. With the implementation of GFEBS, a single person cannot identify the requirement, approve the purchase, establish the contract, and approve the disbursement of funds. The GFEBS Governance and Compliance Representative, who resides within the DRM, will not allow any of these roles to be held by the same person.

10. The Internal Review and Audit Compliance (IRAC) Office continues to provide a thorough review of critical areas throughout West Point. During the year, the IRAC Office conducts approximately 50 audits. The following highlights several audits conducted with a summary of actions requiring attention:

a. Mixed Funding Program: This \$13 million annual program provides appropriated funds to our NAF Army Athletic Association and Directorate of Cadet Activities in accordance with federal legislation. The audit found improvements are needed to ensure documentation is on-hand to support expenditures and any changes to programmed amounts.

b. Cadet Mess: The audit identified savings of over \$100,000 by recommending changes to Cadet Mess waiter service requirements. Continuing efforts are on-going that will provide recommendations for additional savings.

c. Faculty Research Funds: This audit is in progress and is focused on the expenditures of research funds that totaled approximately \$20 million in FY 11. We found concerns with proper procedures for supporting financial transactions and contract administration. We are coordinating our audit findings with Resource Management and the Contracting Office for ensuring corrective actions are put in place.

d. Army Athletic Association Agreed-Upon Procedures: This annual National Collegiate Athletic Association (NCAA) required review of our Army Athletic Association is similar to an annual Financial Statement Audit. Revenues and expenses (totaling over \$25 million each) are reviewed to ensure they meet Generally Accepted Accounting Standards. During the past several years there have been no major findings or recommendations.

e. Military Academy Corps of Cadets (MACC) Gift Fund: The West Point IRAC Office performs an annual audit on this approximately \$13 million fund to ensure proper procedures are being followed. Except for a few minor deficiencies noted in past audits, this fund is properly maintained.

11. Since 2009, there have been two Inspector General (IG) inspections that included reviews of financial controls: USMA IG inspection of Civilian Overtime and the Department of the Army IG inspection of Airborne Support Activities at the USMA. The inspections did not identify evidence of fraud or embezzlement.

12. The Department of the Army is also preparing to produce an auditable Statement of Budgetary Resources by 2014. This effort will require independent auditors to audit and assess the strength of management controls and adherence to public laws and departmental policies for financial transactions across the Army. The Academy is currently in the test sample phase of this audit.

Prepared by: Debbie Pool / DRM / 845-938-6947;

Chris Tague / IRAC / 845-938-5953; and

Patty Wing / IG / 845-938-2910

Approved by: COL Charles Stafford / COS / 845-938-3419

APPENDIX D: ACCEPTANCE AND GRADUATION RATES

	Fully Qualified*	Offered Admission	% Offered of FQ	Accepted	% Accepted of Offers	Graduated	% Graduated
Class of 2008							
Men	1899	1235	65%	1014	82%	820	81%
Women	371	251	68%	193	77%	150	78%
African-American	88	79	90%	70	89%	60	86%
American Indian	26	19	73%	13	68%	13	100%
Asian / Pacific Islander	170	109	64%	86	79%	61	71%
Caucasian	1809	1146	63%	940	82%	757	81%
Hispanic	128	101	79%	75	74%	61	81%
Total	2270	1486	65%	1207	81%	970	80%
Class of 2009							
Men	1814	1285	71%	1044	81%	822	79%
Women	317	240	76%	186	78%	145	78%
African-American	106	102	96%	87	85%	66	76%
American Indian	24	20	83%	18	90%	14	78%
Asian / Pacific Islander	151	103	68%	77	75%	63	82%
Caucasian	1663	1150	69%	930	81%	728	78%
Hispanic	138	114	83%	91	80%	77	85%
Total	2131	1525	72%	1230	81%	967	79%
Class of 2010							
Men	1792	1339	75%	1116	83%	892	80%
Women	302	251	83%	180	72%	139	77%
African-American	98	91	93%	78	86%	54	69%
American Indian	22	17	77%	13	76%	9	69%
Asian / Pacific Islander	150	104	69%	82	79%	71	87%
Caucasian	1625	1223	75%	996	81%	800	80%
Hispanic	145	120	83%	98	82%	74	76%
Total	2094	1590	76%	1296	82%	1031	80%
Class of 2011							
Men	1707	1330	78%	1071	81%	866	81%
Women	310	287	93%	224	78%	177	79%
African-American	95	91	96%	77	85%	54	70%
American Indian	24	24	100%	18	75%	12	67%
Asian / Pacific Islander	150	122	81%	100	82%	91	91%
Caucasian	1516	1182	78%	946	80%	759	80%
Hispanic	179	155	87%	119	77%	101	85%
Total	2017	1617	80%	1295	80%	1043	81%
Class of 2012							
Men	1637	1330	81%	1083	81%	812	75%
Women	282	247	88%	195	79%	138	71%
African-American	96	93	97%	80	86%	49	61%
American Indian	12	12	100%	8	67%	3	38%
Asian / Pacific Islander	124	93	75%	75	81%	57	76%
Caucasian	1480	1192	81%	969	81%	739	76%
Hispanic	159	143	90%	114	80%	77	68%
Total	1919	1577	82%	1278	81%	950	74%

*Fully Qualified: Physically, Academically, Medically (a few with waivers) and Nominated

** The Graduation percentage for the Class of 2012 will increase to near 80% as approximately 50 Cadets from the Class of 2012 are expected to graduate in the summer or December 2012.



United States Military Academy

Board of Visitors Meeting

14 June 2012



CALL TO ORDER



1200-1430 2012 Summer Meeting in Session

- Remarks - Superintendent, United States Military Academy
- Remarks - Secretary of the Army's Representative
- Board Business
- USMA Update
 - Superintendent
 - Commandant
 - Dean
 - Chief of Staff
 - West Point Upcoming Events/Activities
- Remaining Board Business/Adjourn
 - Federal Advisory Committee Training Brief



REMARKS

Superintendent
United States Military Academy



REMARKS

Secretary of the Army
Representative



BOARD BUSINESS

Administrative Remarks
Roll Call



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.





	Class of '16	Class of '15	Class of '14	Class of '13	Class of '12
	As of 12 Jun'12				
Total Applicants	15,170	13,950	12,220	10,975	9931
Men	12,101	11,195	9981	8832	7909
Women	3069	2755	2339	2143	2022
Minority (Afr-Am) (Hisp)	5362 (1904)(1546)	4730 (1614)(1469)	4174 (1344)(1275)	3562 (1080)(1026)	3249 (865)(911)
Scholars	1554	1577	1248	1122	943
ODIA Interest	665	713	753	728	1446
Qualified	2640	2552	2365	2120	1981
Offered	1339	1445	1587	1566	1574
Accepted (Wom)(AA)(Hisp)	1184 (187)(103)(117)	1247 (211)(133)(120)	1368 (245)(124)(119)	1291 (186)(91)(129)	1286 (194)(79)(118)



USMA SHARP Initiatives

- Leadership and Special Guest presenters
- Respect Team SHARP Newsletters
- Staff and faculty receives SHARP Training
- “Not in My Corps” video
- Be – Know – Do – Lead
- CASH/A program

SHARP Reassessment Visits

- Dept. of Army – 24-26 June
- Dept. of Defense – 1-3 August



USMA CASH/A Program

The Cadets Against Sexual Harassment/Assault (CASH/A) Program trains cadet leaders to empower and engage the Corps of Cadets through courageous communication, sensitive response, and advocacy to make USMA a healthier and safer environment for all.

Motto: *Intervene. Lead. Empower.*









UPDATE

Commandant **United States Military Academy**



Each graduating cadet will:

- **Be proficient as an individual Soldier**
- **Be proficient as a member of a team in select tasks**
- **Solve tactical problems using principles that underlie doctrine and warfighting**
- **Understand the roles of officers and NCOs in the Army**
- **Demonstrate effective leadership expected of a junior officer in accomplishing assigned missions**
- **Demonstrate courage, character, integrity, and toughness**



Cadet Basic Training



**West Point
Leader Detail**



Cadet Leader Development Training



Cadet Field Training



Cadet Troop Leader Training



Ecuadorian Jungle



Chilean Mountain



French Commando



French Airborne



US Army Air Assault



US Army Airborne



UPDATE

Dean of the Academic Board
United States Military Academy



- ***Summer Term Academic Program (STAP)***
- ***Individual Advanced Development (Academic) (IAD(A))***
- ***Cadet Summer Training (CST)***
- ***New Faculty Development Workshops***
- ***Teaching Workshops***

- External Review of Academic Goals
- Senior Conference
- Summer Leaders Seminar
- Science, Technology, Engineering, Mathematics (STEM) Workshops
- Course Development and Program Assessment
- Curriculum and Assessment Workshops
- Research



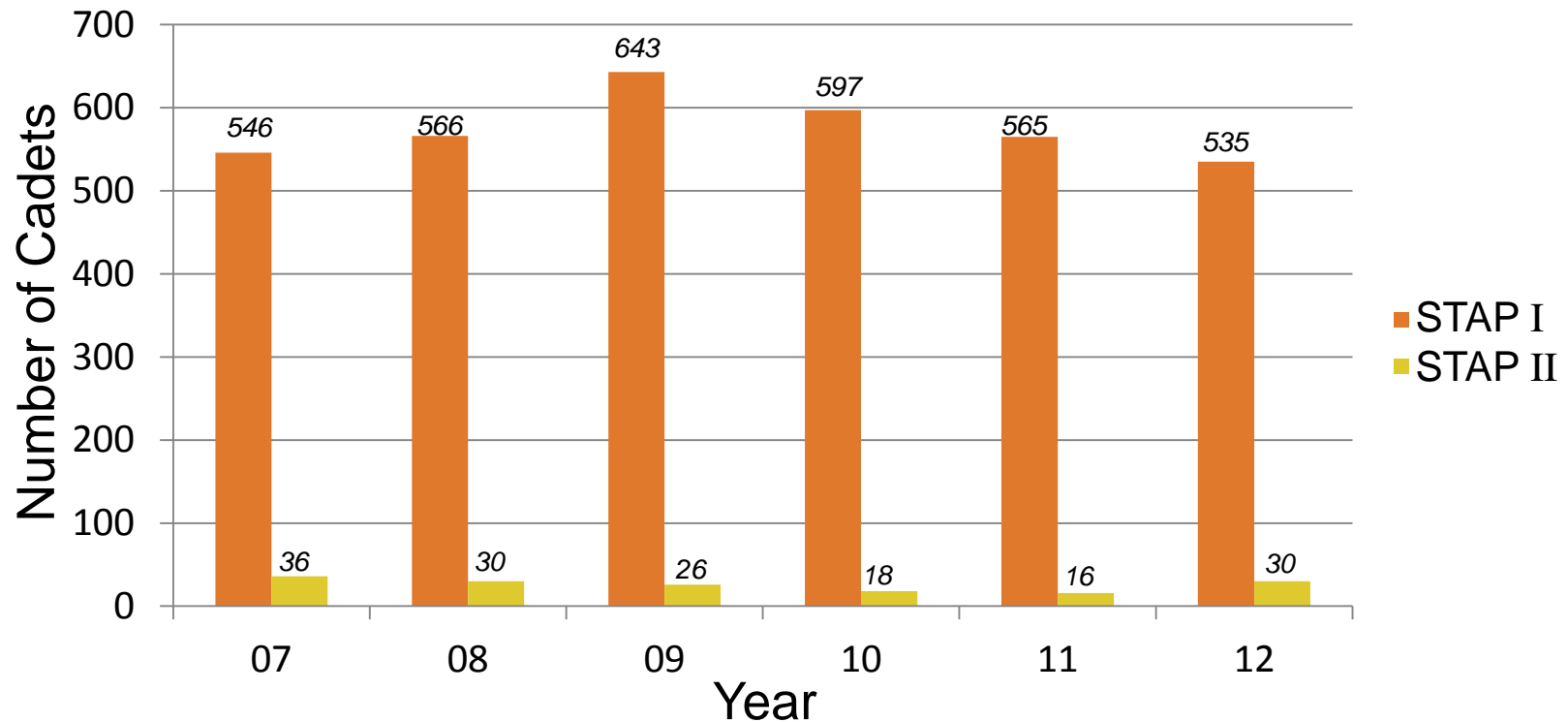
Purpose: To enable cadets to fulfill graduation requirements within a four-year program of study and to adjust academic year loads.

Types: *Mandatory/Directed* – required to make up a course or improve the grade point average.
Voluntary – an opportunity to adjust the academic year course load.

Subjects taught: Calculus, Chemistry, Combatives, Swimming, Computer Science, Electrical Engineering, Engineering Economics, History (World/US/Military Arts), Law, Literature and Philosophy, Military IT Systems, Physics, Statistics, Terrain analysis.

Impacts:

- Places a demand on personnel and resources that might otherwise be focused on other mission requirements;
- Lightens the teaching requirements for the normal academic.



AY12 Summer Session I

(22 May to 15 Jun)

Mandatory: 413 cadets

Athletes: 100 cadets

Volunteers: 22 cadets

Total: 535 cadets

AY12 Summer Session II

(21 Jun to 18 Jul)

Mandatory: 2 cadets

Athletes: 20 cadets

Volunteers: 8 cadets

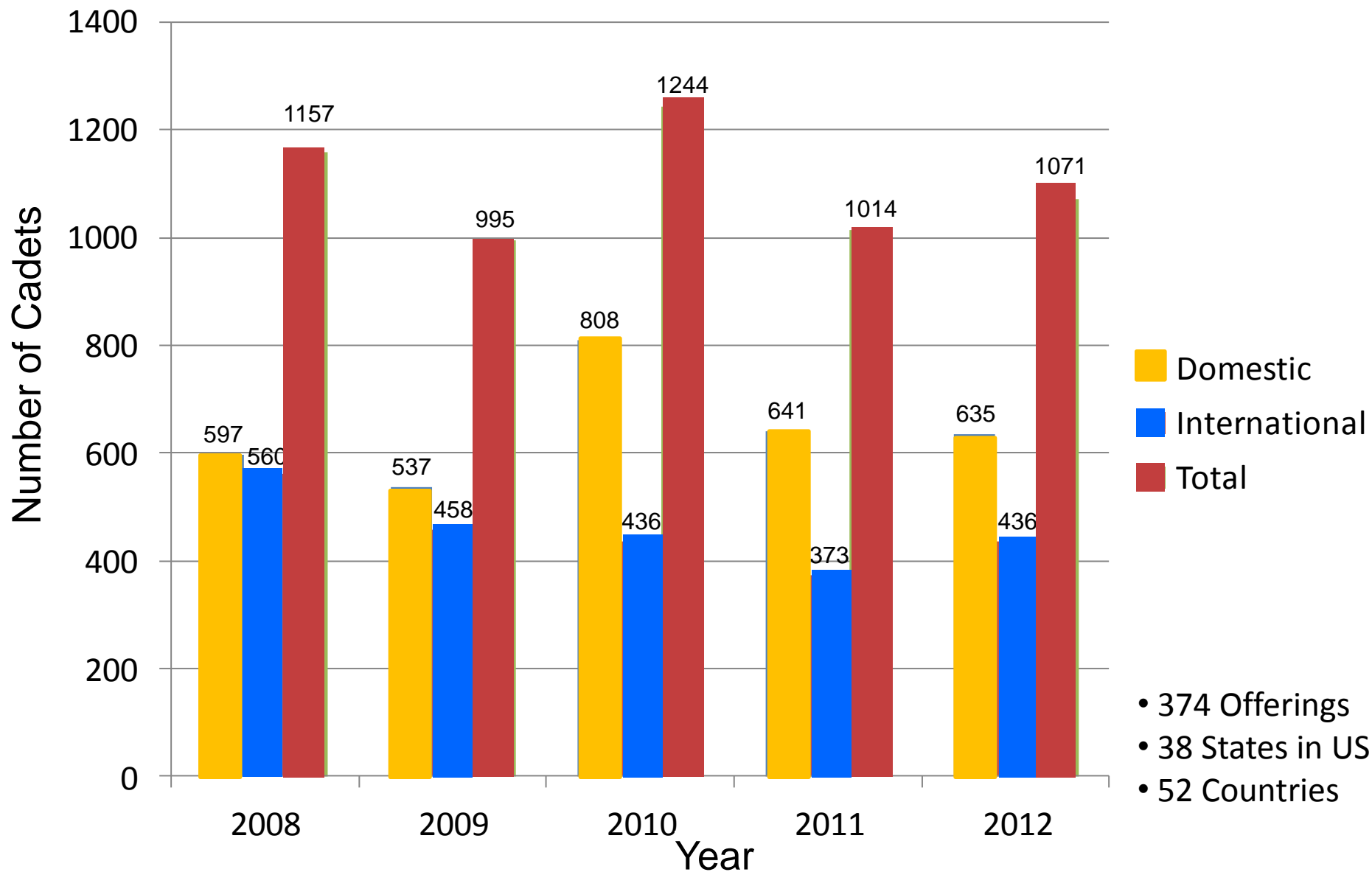
Total: 30 cadets



- **Experiential learning program of 2-5 weeks developmental experiences intended to broaden perspectives through exposure to real-world situations and new ideas**
- **As a means to *develop*, AIADs compel Cadets to:**
 - Work effectively in a different culture or environment
 - Communicate with individuals from different backgrounds
 - Think critically and pursue innovative and creative solutions
 - Demonstrate respect for others
- **As a means to *enrich* learning, AIADs provide opportunities to apply and reinforce classroom learning**
- **AIADs focus on the following types of experiences:**
 - Army support - Cultural experience
 - Depth in major - Research
 - Service



AIADs – Cadet Participation





AIAD Examples



Service Learning In Liberia



Research in WRAIR



Immersion in Oman



Connection to Military (USSOUTHCOM)



107 Faculty:

- 16 *Cadet Basic Training*
- 30 *Cadet Field Training*
- 2 *Prep-School Basic Training*
- 59 *Cadet Leader Development Training*





**Civil & Mechanical Engineering –
Instructor Summer Workshop**



ExCEED Teaching Workshop



**Summer Seminar in
Military History**



**Improving College Mathematics Teaching
Through Faculty Development**



UPDATE

Chief of Staff **United States Military Academy**



- **Mid-Year UFR Approval HQ DA**
 - \$115.5 million (pre mid-year UFR); \$121.5 million (after mid-year UFR)
 - Laboratory & Equipment Resource Committee (LERC): \$3.4 million
 - Summer Training \$1.5 million
 - Lab Techs: \$1.2 million
- **Civilian Reductions: West Point not participating this round (-67)**
- **Outstanding Faculty Requirements: Approval of 21 Faculty and 12 Lab Techs**
- **Cemetery**
 - Requirements: \$800k for reset / maintenance FY12
 - \$250k sustainment each year across POM
 - 3 civilian employee positions



BOARD BUSINESS



- **2 July** **Reception Day for the Class of 2016**
- **23 July** **Reception Day for USMAPS**
- **20 August** **First day of class**
- **25-26 August** **Ring Weekend for the Class of 2013**
- **15 Sept** **First home football game vs. N. Illinois**
- **2-4 Oct** **Diversity Leadership Conference**



- **21 March** **Organizational Meeting**
 Washington, DC
- **14 June** **Summer Meeting**
 West Point, NY
- **26 October** **Annual Meeting**
 West Point, NY



ADJOURN



West Point

The United States Military Academy

FOUO-

As of 22 OCT 2012 at 1346

What: USMA Board of Visitors Fall Annual Meeting Agenda

When: Friday, 26 October 2012

Where: Haig Room, Jefferson Hall, West Point, NY

Uniform: Military – ASU (Class A); Civilian – Business

1500-1530 BoV members and USMA attendees arrive; refreshments served

2012 Annual Meeting in Session

1530 Opening remarks (Chairman and DFO)

Superintendent's Remarks

SECARMY Representative's Remarks

Administrative announcements (Chairman and DFO)

Superintendent's Update

Professor Samet's Remarks

Intercollegiate Athletics Program Update (Athletics Director)

Honor and Respect Program Update (Director, SCPME)

Academic Program Update (Dean)

Chief of Staff's Remarks

Additional Board Business (Chairman and DFO)

1700 Adjourn

Attendees:

LTG Huntoon, Superintendent

BG Trainor, Dean of the Academic Board

Mr. Corrigan, Director of Intercollegiate Athletics

COL Stafford, Chief of Staff

Ms. Fitzgerald, Director of Strategic Communication

COL Tom Donovan, Director, SCPME

Professor Elizabeth Samet, Department of English and Philosophy

LTC Smith, Designated Federal Officer

Ms. Ghostlaw, Alternate Designated Federal Officer

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 Hiatt 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.

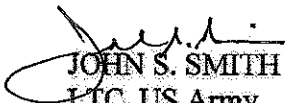
The Board recommended that the West Point Garrison Commander hold a town hall meeting with local leaders and community members to discuss the issues of: Academy land and its effect on local businesses and property tax revenue; access to West Point's trash transfer station; and access to the West Point 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



UNITED STATES MILITARY ACADEMY
WEST POINT

United States Military Academy

Board of Visitors Meeting

26 October 2012



UNITED STATES MILITARY ACADEMY
WEST POINT

2012 Fall BoV Meeting





UNITED STATES MILITARY ACADEMY
WEST POINT®

CALL TO ORDER



1530-1700 2012 Fall Annual Meeting in Session

- Remarks - Superintendent, United States Military Academy
- Remarks - Secretary of the Army's Representative
- Board Business
- USMA Update
 - Superintendent
 - Professor Samet
 - Athletic Director
 - Director, SCPME
 - Dean
 - Chief of Staff
- Remaining Board Business/Adjourn



UNITED STATES MILITARY ACADEMY
WEST POINT

REMARKS

Superintendent
United States Military Academy



UNITED STATES MILITARY ACADEMY
WEST POINT

REMARKS

Secretary of the Army
Representative



UNITED STATES MILITARY ACADEMY
WEST POINT

BOARD BUSINESS

Administrative Remarks
Roll Call



UNITED STATES MILITARY ACADEMY
WEST POINT

UPDATE

Superintendent United States Military Academy



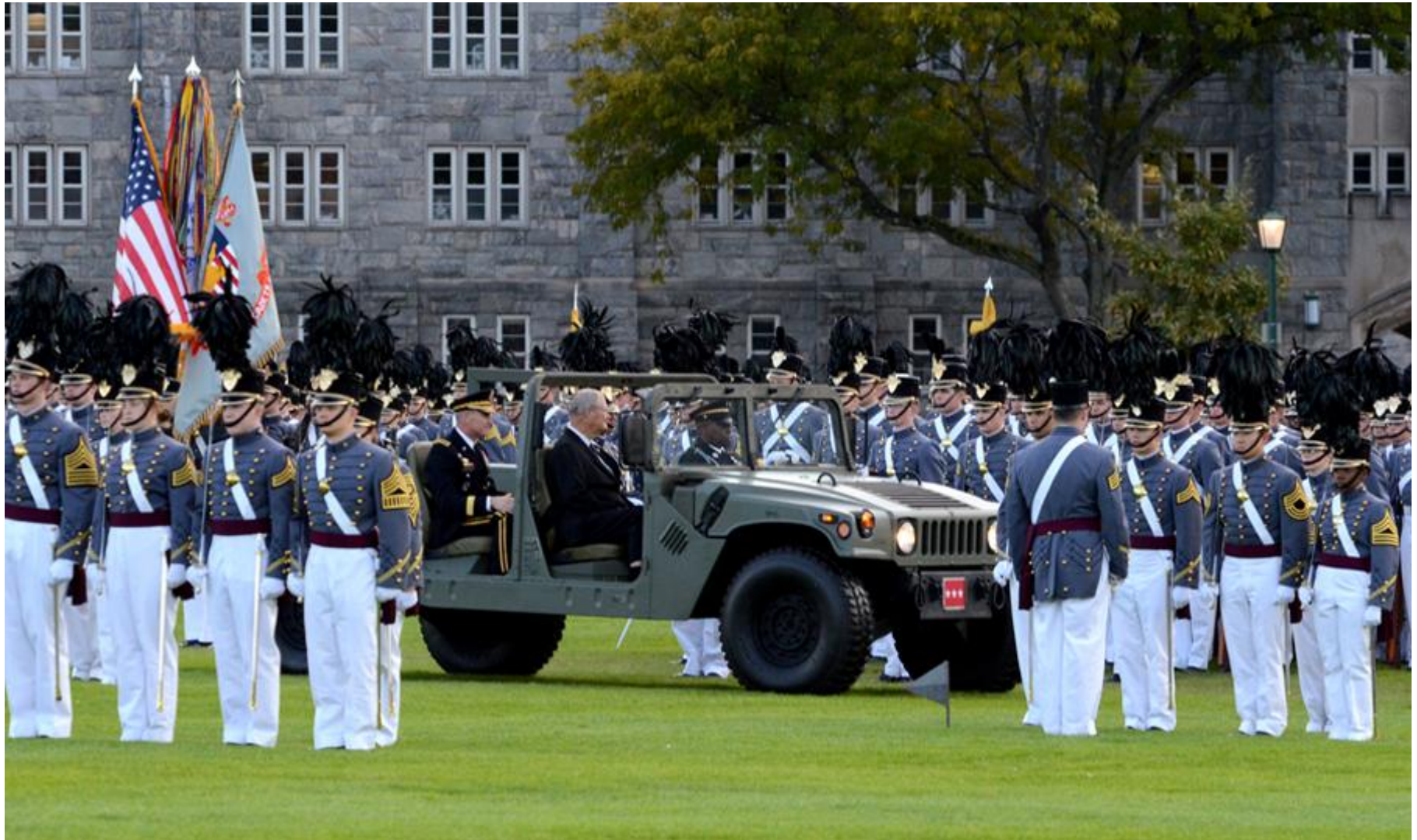
To educate, train, and inspire
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and prepared for a career of professional
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an officer in the United States Army.



UNITED STATES MILITARY ACADEMY
WEST POINT

New Cadet Barracks







2015

- 13,954 Applicants
- 1,263 Admitted
- 14 Internationals
- 17 Prior Service

2016

- 15,168 Applications
- 1,193 Admits
- 15 Internationals
- 108 Prior Service

2017

- 12,870+ Applications





UNITED STATES MILITARY ACADEMY
WEST POINT

Cullum Ballroom







UNITED STATES MILITARY ACADEMY
WEST POINT

REMARKS

Professor Elizabeth Samet
2012 Hiett Prize in Humanities Winner



UNITED STATES MILITARY ACADEMY
WEST POINT

UPDATE

Director of Intercollegiate Athletics

United States Military Academy



- **Cadet-athlete CQPA = 2.94 last semester (Spring, AY11-12)**
- **Leaders within the Corps (AY12-13):**
 - CDT Brandon Whittington (First Captain)
 - CDT Chris Boldt (1st REG CDR)
 - CDT Tom Ott (3rd REG CDR)
- **2012 Fall Season**
 - 5-3-1 vs. Navy and Air Force
 - Sprint Football undefeated and tied for first place with Navy
- **Spring Football Game will be played at Fort Hood, TX**



UNITED STATES MILITARY ACADEMY
WEST POINT

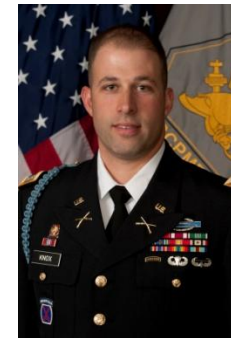
UPDATE

Director

Simon Center for the Professional
Military Ethic



- **Honor Committee focusing on educating Cadets on living the spirit of the Honor Code**
- **Superintendent's Honor Review Committee (SHRC) reconvened**
- **Cadets will treat others and themselves with dignity and worth and expect the same from those around them."**
- **Focus areas include:**
 - **Health of the Honor System**
 - **Strategic communication relevant to the Honor System**
 - **Influence of sub-cultures.**





- **“Cadets will treat others and themselves with dignity and worth and expect the same from those around them.”**
- **Respect Committee Campaigns Final Report due in November 2012**
 - **Hazing Prevention & Response**
 - **Sexual Harassment Campaign**
 - **The Language of Leaders Campaign**
- **Respect Programs**
 - **Cadet Interaction Committee**
 - **Depart of Defense Ethnic Observances (EO)**





UNITED STATES MILITARY ACADEMY
WEST POINT

UPDATE

Dean of the Academic Board
United States Military Academy



Strategic Context: Implications for our Academic Program

– Changes in the environment

- Higher Education

- Increasing federal oversight and scrutiny of *higher education*
- Increasing recognition of the importance of 'breadth & depth' in *curriculum*
- Educational enrichment thru *integration* and *global perspective*
- *Middle States Commission*: Strategic Planning towards defined goals

- Defense

- **Leader Development**: West Point has a key role for the Army
- **Quality**: Provide the BEST officers for the Army
- **Curriculum**: continue evolving to develop *critical thinkers* who are *creative problem solvers*
- **Global Perspectives**: Increase Cadet exposure to other cultures thru a multitude of educational experiences.



External Review of Academic Program Goals

Considering:

- 2020 and Beyond Environment
- 2020 and Beyond Intellectual Qualities
- At Graduation Knowledge, Skills, and Abilities

Recommend:

Academic
Program
Goals

Program Structure



Educational Enrichment

- ***AIADs, SAP***
- ***Service/Outreach***
- ***Cadet Research***
- ***Integrative Experience***
- ***Dean's Teams***





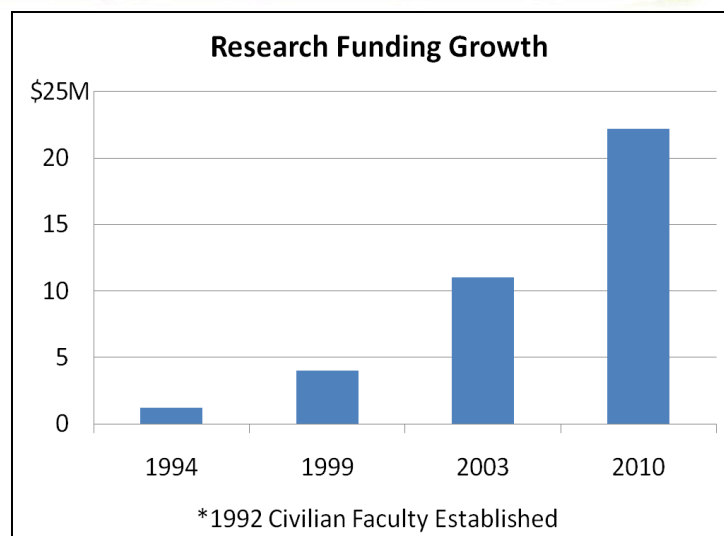
- Research keeps our curriculum relevant
- Research is central to a vibrant and up-to-date faculty
- Research connects us to the Army & Nation.

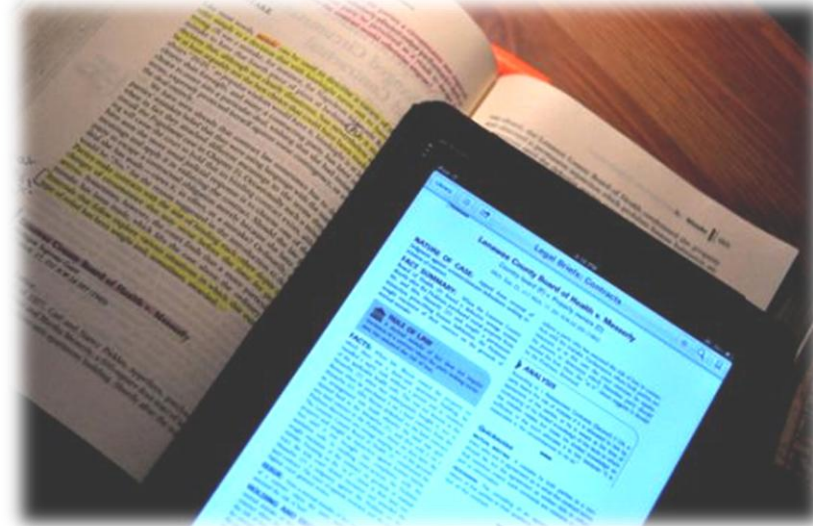


Institute for Innovation & Development

~80% of West Point's Research is resourced against the 24 Army S&T Challenges.

	Challenge #	Challenge Title
Top 5	1b	Force Protection – Soldier & Small Unit
	1c	Force Protection – Occupant Centric Platform
	2a	Overburdened – Physical Burden
	3a	Surprise/Tactical Intelligence – Mission Command
	7d	Human – Medical Assessment & Treatment
Next 5	1a	Force Protection – Basing
	7b	Human – Individual Training to Tactical Tasks
	3b	Surprise/Tactical Intelligence – Actionable Intelligence
	4a	Sustainability/Logistics – Basing
	4b	Sustainability/Logistics – Transport, Distribute & Dispose
Remaining 14	1d	Force Protection – On the Move (Ground)
	2b	Overburdened – Cognitive Burden
	3c	Surprise/Tactical Intelligence – Cultural / Linguistic
	3d	Surprise/Tactical Intelligence – Organic Combat ID
	3e	Surprise/Tactical Intelligence – Overwatch Persistent Surveillance
	3f	Surprise/Tactical Intelligence – METT-TC Data/Information/Knowledge
	3g	Surprise/Tactical Intelligence – Network
	5a	Tactical Overmatch – Deliver Decisive Effects
	5b	Tactical Overmatch – Targeting/Hand-off
	6a	Maneuverability – On the Move (Air)
	6b	Maneuverability – Degraded Visual Environment (brown-out)
	7a	Human – Strength-based Soldier Characteristic Assessments & Readiness
	7c	Human – Collective Training for Tactical Operations
	7e	Human – Trauma Management





PointerView

News and Features

March 22, 2012 5

Cyber research gets name recognition

One of West Point's oldest research centers redesignated for its critical cyber mission

Story and photo by Mike Strasser
Assistant Editor

One of West Point's oldest research centers was redesignated Monday as the Cyber Research Center, coinciding with a promotion ceremony for its director.

Formerly the Information Technology and Operations Center, the newly-recognized Cyber Research Center and Col. Gregory Couts were recognized in a ceremony at Herbert Hall with about 60 guests in attendance.

As the CRC director and associate professor in the Department of Electrical Engineering and Computer Science, Couts said this is the era of the cyber warrior and it reflects the country's current needs.

"Our nation is the most technologically advanced and the most technologically dependant on the face of the earth," he said. "This brings great promise and great peril... from lone malicious hackers, to online criminals and nation states wishing to do us harm. In recognition of this, the Department of Defense has recognized cyberspace as an operational domain alongside land, air, sea and space."

Since its establishment in 1985, the center transitioned from the domain of artificial intelligence to informational security.

In the fall of 2011, the Dean of the Academic Board Brig. Gen. Timothy Trainor approved the redesignation to better communicate this mission and to align with DOD initiatives including the formation of the U.S. Cyber Command and Army Cyber Command.

"We want to leverage our intellectual capital on behalf of the Army and the nation, and enrich our educational program here," Couts said. "It's going to take an interdisciplinary team... and we want to cross those disciplinary boundaries."

Cyber is truly a team sport, Couts said, and he listed the contributions of staff, faculty and cadets over the years, to include Col. Ron Dodge and Col. Daniel Ragsdale, two of the center's most distinguished leaders.

Ragsdale sponsored the creation of the Cadet Cyber Security Club and co-founded the national Cyber Defense Exercise, in partnership with the National Security Agency.





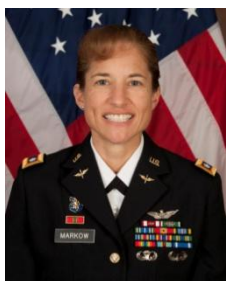
- Teaching
- Faculty Development
- Scholarship
- Service-Outreach
- Cadet Development



Professor



Associate Professor



Assistant Professor





UNITED STATES MILITARY ACADEMY
WEST POINT

Academic Excellence



- #1 Most Accessible Professors**
- #2 Best College Library**
- #4 Best Classroom Experience**



- #1 Public College in the country**
- #1 Best Value**
- #2 Liberal Arts College**
- #7 Overall College in the country**



- #2 Top Public Schools**
- #3 Best Undergrad Engineering Program**
 - #2 Civil Engineering Program**
 - #3 Mechanical Engineering Program**
 - #9 Electrical Engineering Program**
- #18 National Liberal Arts College**



UNITED STATES MILITARY ACADEMY
WEST POINT

UPDATE

Chief of Staff

United States Military Academy



Cadet Barracks Upgrade Program Timeline

Barracks	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Pershing				\$51.6M						\$51.6M
Grant						\$48.2M				\$48.2M
Scott	\$50.5M									\$50.5M
Mac Short		\$63.8M								\$63.8M
Mac Long			\$40.3M	\$40.2M						\$80.5M
Lee								\$38.3M		\$38.3M
Sherman									\$50.5M	\$50.5M
Eisenhower					\$50.2M	\$50.2M				\$100.4M
Bradley							\$72.4M	\$72.4M		\$144.8M
New Barracks										
Additional RM	\$50.5M	\$63.8M	\$40.3M	\$91.8M	\$50.2M	\$98.4M	\$72.4M	\$110.7M	\$50.5M	\$628.6M
Current SRM										
Total SRM										

Notes:

- West Point invests \$4M-\$6M annually from existing SRM fixing life, health, safety.
- Renovations phased by floor or stairwell to minimize overcrowding impact.
- Sequence based on de-conflicting New Barracks construction, water, electrical, and lay-down requirements.
- Completion of New Barracks in FY 16 allows more aggressive schedule based on the ability to overcrowd.
- Large Barracks phased across two years to minimize overcrowding impacts as well as annual affordability.
- Renovations begin following Graduation, turning over renovated space at semester breaks.



UNITED STATES MILITARY ACADEMY
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BOARD BUSINESS



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ADJOURN



UNITED STATES MILITARY ACADEMY
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USMA BOARD OF VISITORS 2012 ATTENDANCE REPORT

BoV Member	Organizational 2012	Summer 2012	Annual 2012
Reed, SEN Jack	Present	Absent	Present
Hutchison, SEN Kay Bailey	Present	Absent	Present
Landrieu, SEN Mary	Absent	Absent	Absent
Burr, SEN Richard	Present	Absent	Absent
Hinchey, REP Maurice	Present	Absent	Present
Lewis, REP Jerry	Present	Absent	Absent
Shimkus, REP John	Present	Present	Present
Womack, REP Steve	Present	Present	Present
Conaway, REP Mike	Present	Absent	Present
Malek, Mr. Fred	Present	Present	Present
Brock, Mr. Randolph	Present	Present	Absent
McNally, Ms. Elizabeth	Present	Present	Absent
Murphy, Mr. Patrick	Absent	Present	Present
Fulton, Ms. Sue	Present	Present	Absent
Schwartz, MG Errol	Present	Present	Present

BoV Attendance in 2012
Attended all meetings:
Congressman John Shimkus
Congressman Steve Womack
Mr. Fred Malek
MG Errol Schwartz
Missed 1 meeting:
SEN Jack Reed
SEN Kay Bailey Hutchison
SEN Richard Burr
Congressman Maurice Hinchey
Congressman Mike Conaway
Mr. Randolph Brock
Ms. Elizabeth McNally
Mr. Patrick Murphy
Ms. Sue Fulton
Missed 2 meetings:
Congressman Jerry Lewis
Missed 3 meetings:
Senator Mary Landrieu

MATERIALS FURNISHED TO THE 2012 BOARD OF VISITORS

ORGANIZATIONAL MEETING

Materials:

- Agenda
- Presentation Slides
- 2001 Federal Register Final Rule on FACA

SUMMER MEETING

Materials:

- Agenda
- Presentation Slides
- 2012 Army Football Schedule
- USMA Strategic Message Brochure
- West Point Cemetery Guide
- AY 2012 Projects Day Guide

ANNUAL MEETING

Materials:

- Agenda
- Presentation Slides
- Professor Samet Interview
- Written Statement from a Member of the Public
- 2012 BoV Areas of Inquiry

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, 2012

Morale and Discipline

- o Quality of Life Roundtables (June 2012; October 2012)
- o Military Program Update by Commandant (June 2012)
- o Honor and Respect Programs Update (October 2012)

Academic Methods

- o Academic Program Updates by Dean and Vice Dean (June 2012; October 2012)
- o Class Observations (October 2012)
- o Academic Program Roundtables (October 2012)
- o Military Program Roundtables (June 2012)

Instruction

- o Academic Program Updates by Dean and Vice Dean (June 2012; October 2012)
- o Military Program Update by Commandant
- o Military Training Update by Dept. of Military Instruction Head (June 2012)
- o Physical Program Update by Commandant (June 2012)
- o Marksmanship Instruction Observation (EST 2000) (June 2012)
- o Honor and Respect Programs Update (October 2012)

Physical Equipment

- o Cadet Barracks Update (March 2012; June 2012; October 2012)
- o Camp Shea Site Visit (June 2012)
- o Arvin Gymnasium Site Visit (June 2012)
- o Cadet Barracks Site Visit (June 2012)
- o USMAPS Site Visit (October 2012)
- o Bartlett Hall Site Visit (October 2012)

Fiscal Affairs

- o Fiscal Updates by Chief of Staff (March 2012; June 2012; October 2012)
- o Financial Update Information Paper (June 2012)

Other Matters

- o SHARP Program Initiatives and Updates (March 2012; June 2012)
- o West Point Cemetery Update (March 2012; June 2012)
- o USMAPS Integration (March 2012)
- o Class Composition Update (March 2012; June 2012; October 2012)
- o Graduation and Retention Update (October 2012)
- o Class of 2016 Admissions Update and Information Paper (June 2012; October 2012)
- o Personnel Update by Chief of Staff (March 2012; June 2012; October 2012)

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 (hereinafter referred to as "the Board").
2. Authority: The Secretary of Defense, under the provision of 10 U.S.C. § 4355, the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended), and 41 C.F.R. § 102-3.50(a) (required by statute), established the Board.
3. Objectives and Scope of Activities: The Board shall provide independent advice and recommendations on matters relating to the United States Military Academy (hereinafter referred to as "the Academy"), as set out below in paragraph four below.
4. Description of Duties: The Board shall provide independent advice and recommendations to the President of the United States on matters to 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 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. The Board shall submit a written report to the President within 60 days after its annual visit to the Academy, to include the Board's 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.

5. Agency or Official to Whom the Committee Reports: The Board shall report to the President of the United States. The Secretary of the Army, in accordance with DoD policies/procedures, may act upon the Board's advice and recommendations.
6. Support: The DoD, through the Secretary of the Army and the Superintendent of the Academy, shall provide support, as deemed necessary, for the performance of the Board's functions, and shall ensure compliance with the requirements of the FACA, the Government in the Sunshine Act of 1976 (hereinafter referred to as "the Government in the Sunshine Act") (5 U.S.C. § 552b), governing Federal statutes and regulations, and governing DoD policies and procedures.
7. Estimated Annual Operating Costs and Staff Years: The estimated annual operating cost, to include travel, meetings, and contract support, is approximately \$61,000.00. The estimated annual personnel cost to the DoD is .15 full-time equivalents.
8. Designated Federal Officer (DFO): The Board's DFO, 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/procedures.

The Board's DFO is required to be in attendance at all Board and Subcommittee meetings for the entire duration of each and every meeting; however, in the absence of the DFO, an Alternate DFO, duly appointed to the Board according to DoD policies/procedures, shall attend the entire duration of the Board or Subcommittee meeting.

The DFO, or the Alternate DFO, shall call all of the Board's and Subcommittees' meetings; prepare and approve all meeting agendas; adjourn any meeting when the DFO or the Alternate DFO determines adjournment to be in the public interest or required by governing regulations or DoD policies/procedures; and chair meetings when directed to do so by the Secretary of the Army or designee.

9. Estimated Number and Frequency of Meetings: The Board shall meet at the call of the Board's DFO, in consultation with the Chairperson. The estimated number of Board meetings is three per year.
10. Duration: The need for this advisory function is on a continuing basis; however, this charter is subject to renewal every two years.
11. Termination: The Board shall terminate upon rescission of 10 U.S.C. § 4355.
12. Membership and Designation: The Board, pursuant to 10 U.S.C. § 4355, shall be constituted annually and composed of 15 members. The Board membership shall include:
 - a. The Chairperson of the Senate Committee on Armed Services, 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 House Committee on Armed Services, 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 shall serve for three years each, 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.

Board members who are full-time or permanent part-time Federal officers and employees shall be appointed as regular government employees or *ex officios* as appropriate. Board members designated by the President, who are not full-time or permanent part-time Federal officers or employees, shall be appointed to serve as special government employees under the authority of 5 U.S.C. § 3109.

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: The Department, when necessary and consistent with the Board's mission and DoD policies/procedures, may establish Subcommittees, task forces, or working groups to support the Board. Establishment of Subcommittees will be based upon written determination, to include terms of reference, by the Secretary of Defense, the Deputy Secretary of Defense, or the Board's sponsor.

Such Subcommittees or working groups shall not work independently of the chartered Board, and shall report all of their recommendations and advice solely to the Board for full deliberation and discussion. Subcommittees, task forces, or working groups have no authority to make decisions and recommendations, verbally or in writing, on behalf of the chartered Board; nor can any Subcommittee or its members update or report directly, verbally or in writing, to the DoD or any Federal officers or employees.

All Subcommittee members shall be appointed by the Secretary of Defense according to governing DoD policies/procedures, even if the member in question is already a Board member. Such individuals shall be appointed to serve as experts and consultants under the authority of 5 U.S.C. § 3109, and shall serve as special government employees. Subcommittee members, with the approval of the Secretary of Defense, may serve a term of service on the Subcommittee of one to four years; however, no member shall serve more than two consecutive terms of service on the Subcommittee, unless authorized by the Secretary of Defense. All Subcommittee member appointments must be renewed on an annual basis. With the exception of travel and per diem, Subcommittee members shall serve without compensation.

All Subcommittees, task forces, or working groups shall operate under the provisions of the FACA, the Government in the Sunshine Act, governing Federal statutes and regulations, and governing DoD policies/procedures.

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: November 16, 2012